

**EXAMINING THE GAP BETWEEN
EMPLOYEES' EXPECTATIONS AND THEIR
EXPERIENCES OF HR PRACTICES IN LUXURY
FIVE-STAR HOTELS IN THAILAND**

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**“Examining the gap between employees’ expectations and their
experience of HR practices in luxury five-star hotels in Thailand”**

**A cross-sector comparison of local hotels, national and international
chains hotels**

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Abstract

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Keywords:HR practices, Human Resource Management (HRM), Psychological- contract, Thailand hospitality industry, Hotels

Tourism and hospitality play a crucial role in the growth of the Thai economy and hoteliers need to consider how to retain their talented employees. The major output of tourism and hospitality is service and this is most critically driven by the human capital of the organisation and supported by human resource practices. This study examined workforce expectations and experiences of work relationships, job security, WLB, pay and remuneration, PM systems, career promotion, training and development and challenging job roles in luxury five-star hotels in Thailand. It employs a multi-method research design using a pragmatic lens, mixed methods and sequential explanatory design through a survey of 578 respondents, followed by 62 semi-structured interviews, the study shows that national chain hotels are more willing and better able to adapt their HR practices initiatives to local conditions when compared to local and international chain hotels.

Thai hotel employees emphasise harmonious social relations and a physical closeness to be taken care of by their supervisors and management team like family members. They are increasingly aware of the need for bundles of HR practices and managers therefore need to understand their workforce and the need to incorporate more flexibility in their working practices as part of a brand-consistent system. Finally, managers need to consider the relational psychological contract of the workforce and understand workforce commitment and how this relates to the broader strategy of the organisation.

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Glossary

List of abbreviations and terms

FDI	Foreign Direct investment
HR	Human Resource
HRM	Human Resource Management
ICHs	International Chain Hotels
LHs	Local Hotels
NCHs	National Chain Hotels
PC	Psychological Contract
PM	Performance Management
SHRM	Strategic Human Resource Management
TAT	Tourism Authority of Thailand
UNWTO	United Nations World Tourism Organisation
WLB	Work-life balance

Chapter 1

1 Introduction

1.1 Introduction:

Tourism and hospitality play a crucial role in the growth of the Thai economy but is sensitive to the political, economic and social aspects of the external environment and hoteliers need to consider how to retain their talented employees. However, many countries are in competition for the international tourism market in order to grow and increase market share in terms of the South-East Asian economy (Bahar and Kozak, 2005). For a country to become popular with tourists, it is necessary for a country to present itself as different from its competitors and to provide more prominent choices than other countries which invest in tourism. The most important of these choices is to focus on service improvement and offer solutions that will solve customer problems or complaints (Afsar et al., 2018). Traditional Thai norms and culture are built on hospitality and service that is capable of meeting the expectations of international travellers (Tuntirattanasoontorn, 2018). The hospitality industry has unique characteristics and requires high levels of service in which the interaction between hotel employees and guests determines the success of the business (Maxwell et al., 2000; Tsaur and Lin, 2004; Tuntirattanasoontorn, 2018). Therefore, it is also important to retain talented employees who fit with the job and the organisational culture (Karatepe, 2013; Safavi and Karatepe, 2018). The major output of tourism and hospitality is service and this is most critically driven by the human capital of the organisation and supported by human resource practices. Hence, employees satisfied with HR practices are likely to provide excellent service delivery to customers, resulting in their staying longer and reducing employee turnover (Safavi and Karatepe, 2018). On the other hand, employee turnover represents an outflow of skills and may consequently hinder competitiveness, efficiency and good service delivery (Afsar et al., 2018).

The design of HR policies and HR practices, the extent to which they are transparent, fair and match employee' expectations, are key challenges for HR

practitioners and line managers (Poohongthong et al., 2014). In Southeast Asia the importance of strategic HR has been recognised only in the last two decades and it is common to find HR practices that have been influenced by the philosophies and management practices of multi-national companies (MNCs) from Western countries (Huat et al., 1998). However, that is not to say that local firms will necessarily mirror MNCs in their HR practice as this will depend upon the nature and focus of the organisation and the characteristics of the local market (Visitchaichan, 2004). Thus, there is a need to find out which HR practices work best in retaining employees in five star local, national and international chains hotels in Thailand. More specifically, there is a need to examine whether there is a disconnection between employee expectations of HR practice and their experience of such practice. While there is much research focused on HR practices in a western context (Browell, 2000; Chen and Wu, 2017; Cho et al., 2009; Horwitz et al., 2003; Iverson and Deery, 1997; Kusluvan et al., 2010; M. et al., 2017; Nankervis, 2000; Saari and Judge, 2004; Safavi and Karatepe, 2018; Santhanam et al., 2017; Sheehan et al., 2018; Wong and Ko, 2009), there is little research on HR practices in Thailand. This study aims to understand the gap between employees' expectations and experiences of HR practices in order to retain employees in luxury five-star hotels, who are considered as the critical driving force in the Thai economy.

1.2 Research aim and objectives

This study examines the difference between employee expectations of HR practice and their experiences of HR practice in local, national and international five star hotels. The differences in HR practices are considered alongside the benefits and drawbacks of standardised and localised HR strategies. This study seeks to answer the following research question:

What are the expectations of HR practices amongst the workforce and how do luxury five star hotels in Thailand retain their employees through these HR practices?

The research also addressed three sub-questions as follows:

1. What expectations do employees have of the HR practices in local, national and international hotels?
2. What are the different HR practices in local, national and international chain hotels?
3. How should managers in five star hotels seek to address any imbalance between expectations of practice and actual practice?

By answering these questions, it will be possible to get a clear picture of which HR practices work best in retaining hotel employees in Thailand and understand which hotel types are better able to manage their workforces and bridge the gap between employees' experiences and their expectations.

1.3 Research methodology

This thesis examines workforce expectations of HR practice and the different HR practices in place among local, national and international chain hotels, including HR practices referred to in the research questions. It employs a multi-method research design using a pragmatic lens, mixed methods and sequential explanatory design through a survey of 578 respondents, both guest-facing workers (blue-collar) and non-guest-facing workers (white-collar), followed by 62 semi-structured interviews. This study's design consisted of two distinct phases: quantitative followed by qualitative. Although the data from the quantitative approach was collected first and analysed in the initial phase, the researcher found that the qualitative approach was the dominant method in this study. Most of meaningful research findings, data analysis and conclusions were from qualitative approach in order to answer all of the research questions.

1.4 Thesis structure

The study is structured in six chapters, commencing with this first introductory chapter (Chapter 1), which provides the background and impetus for the study.

Chapter 2 provides a review of the literature pertaining to an overview of international HRM, HRM in Thailand, HR practices and the psychological

contract. There is a need to find out which HR practices work best in retaining hotel employees in Thailand, in order to understand the different retention practices in five star local, national and international chain hotels in Thailand, and establish the gaps in the literature.

Chapter 3 examines the methods used to answer research questions and is divided into two parts; first, research design and methodology, and second, the overarching approach to the study - pragmatism. The mixed methods – survey and semi-structured interviews are then discussed individually, including details of how each method was implemented in the field. A description of the data analysis methods are then followed by the procedures used to protect the ethical integrity of the study.

Chapter 4 examines the data in order to address the first and second sub-questions of the study: “What expectations do employees have of the HR practices in local, national and international hotels?” and “What are the different HR practices in place in local, national and international chain hotels?” It presents both the quantitative and qualitative research findings. The chapter then compares employee expectation and experiences in different hotel types.

Chapter 5 discusses and concludes the findings of the study in light of the extant literature and also assesses the gap between employee expectations and their experiences of HR practices in local, national and international chain hotels, in an attempt to understand some of the influences shaping HRM practices and, subsequently, employee expectations. This chapter examines the implications of these findings for practice and, as such, discusses how managers in five star hotels seek to address any imbalance between expectations of practice and actual practice. This is followed by recommendations, contributions to practices and knowledge including a discussion of limitations and the suggested direction for future research.

Chapter 6 presents personal reflections on the research journey.

Chapter 2

2 Literature Review

2.1 Introduction:

Dubbed “The Land of Smiles” (Kainzbauer, 2013; KanlayanasuKho et al., 2014; Meyer and Geary, 1993:52), Thailand is a leader in tourism and prides itself on a distinguished culture and superior services, reflecting the disposition and culture of its people, who are generally hospitable and friendly (Browell, 2000:109; Webb and Chotithamwattana, 2013). Tourism and hospitality play a crucial role in the growth of the Thai economy and investment opportunities are available to those organisations who understand its culture and attributes (Chon et al., 1993; Saunders and Renaghan, 1992). Tourism and hospitality are sensitive to the political, economic and social aspects of the external environment but there are also a number of challenging internal dilemmas, including the management and retention of talented employees. Thus, this chapter seeks to find out which HR practices work best in retaining hotel employees in Thailand. It provides understanding of the different HR practices in five-star local, national and international chains hotels in Thailand, highlighting any disconnect between employee expectations of their employer and those practices used by employers to manage their workers. The chapter is structured as follows: First the chapter examines the impact of globalisation on tourism and hospitality in Thailand. Second, it explores the critical success factors of the hospitality business in Thailand. Third, the importance of Thai national culture is examined this is followed by an examination of psychological contract and the impact of HR practices. A series of research questions emerge throughout the chapter.

2.2 The impact of globalization on Tourism and Hospitality Industry in Thailand

2.2.1 Tourism and hospitality's effect on the growth of the Thai economy

Over the past two decades Thailand has shifted from an agricultural based economy to an industrialised and service-based economy (Chon et al., 1993; Nankervis, 2000). Tourism and hospitality in Thailand play a crucial role that contributes the most to the Thai economy and showed favourable growth, in line with increasing numbers of foreign tourists and overall economic prosperity (Kitsios and Sindakis, 2014). The tourism industry in Thailand has emerged as a significant part of its Gross Domestic Product (GDP) over the last two decades, representing 20.6 percent of GDP in 2016, equating to \$85.5 billion. This sector provides 5.7 million jobs and accounts for 15.1 percent of total employment in Thailand. It is forecast to rise by 11.1% (31.7% of GDP, equating to \$171 billion and 9.6 million jobs) by 2027, so this trend is expected to continue consistently over the next 10 years (WorldTravel&TourismCouncil, 2017).

This rapid growth of tourism will connect with strong international tourism demand, and encourages both local and foreign investors in Thailand. Moreover, it will cause a demand of manpower in service industry, creating jobs and raising the country's standard of living (Chon et al., 1993; WorldTravel&TourismCouncil, 2017).

2.2.2 The Nature of the hospitality industry

Thailand has experienced challenges in the form of political instability, which have had a major impact on hospitality in the country since December 2008. This political instability effects tourism, consumer spending, and investor confidence. The number of tourist arrivals in Thailand went down from 1.7 million in December 2009 to 1.1 million in April 2010. With security concerns, hotel occupancy fell from 60.2% in January 2010 to 46.6% in April 2010 (TAT, 2015). All of these environmental factors impact heavily on organisations in terms of their staffing levels and their overall viability (Ingram et al., 2013a).

As the nature of the hotel business is shaped by labour market issues and seasonal guest markets, partly as a result of recent economic difficulties, there are some characteristics of the employment, workforce and labour markets in the tourism and hospitality industry that need to be considered, in order to retain valuable assets (Baum and Francis, 2018; Esichaikul and Baum, 1998). These include the labour-intensive nature of the hospitality industry, high levels of labour turnover, labour and skill shortages and high seasonality impacting perceptions of low social status and overall lack of workforce development (Bartlett et al., 2016; Baum, 2007; Bharwani and Butt, 2012; Kusluvan et al., 2010).

As mentioned above, the stereotyped image of the hospitality industry in Asia is that it has poor working conditions, employees believe hotel jobs provide limited career development opportunities, low-paid work, unsocial working hours and low job satisfaction (AKSU, 2004; Baum, 2002; Baum, 2013; D'Annunzio-Green et al., 2008a; Davidson et al., 2010). In addition, Poulston (2009) states that the rewards process for securing labour seeks to minimize costs and management is concerned with profit targets rather than employee satisfaction.

Although many scholars identified their findings regarding the negative perception of the hotel industry, there are some positive perceptions about the business. For instance, Panmunin (1993) examined job satisfaction among hotel employees at five star hotels in Thailand and found that Thai hotel employees provide positive insights on working in hotel jobs. They were satisfied working in the hotel industry, compared to other business industries, and they felt they had more career growth in the hotel business, especially as they could educate themselves and improve their English language ability whenever they deal with Western guests.

Brownell (1994) states that the nature of the hotel business demands long hours and requires a great deal of problem solving, handling demanding guests and crisis management, resulting in an often stressful and exhausting work experience for hotel managers. However, Barron et al. (2007) suggest that generation Y undergraduates perceived the hospitality industry as an

exciting job, providing good career opportunities and a chance to work with external customers. According to Blomme et al. (2010) intentions to quit among highly educated employees in the hospitality sector are shaped primarily by job content, i.e. where jobs are more structured, have fixed boundaries the intention to leave is greater.

HRM issues represent the greatest challenge for hospitality, regardless of country, as questions arise as to the extent to which HR practices are able to develop strategic responses to both the external environment and internal challenges (Bartlett et al., 2016; Solnet et al., 2015). Hotel HR practices have to consider ways to adopt hard (output focused) or soft (developmental) approaches to said practices (Davidson et al., 2011:509), in order to provide a positive perception of them; these should be aimed at increasing employee motivation, service levels and service motivation behaviours (Dhar, 2015; Kotler et al., 2003; Tsaur and Lin, 2004).

HRM practices are one key element to develop superior human capital, and such practices and systems can shape employee expectations and reduce employee turnover (Cho et al., 2006; Martin and Cerdin, 2014). For example, providing employee training and development practices can help fulfil employee expectations in terms of long-term support and rewards that help to foster more relational contracts and create high employee engagement (Bal et al., 2013; Suazo et al., 2009). This is consistent with Li et al. (2012), who suggested that understanding the expectations of employees helps to foster trust in the relationship with their leaders, thus boosting organisation commitment. Furthermore, employees who have a positive experience of HR practices also represent employer branding that attracts potential candidates and also aids employee retention (Dean, 2012; Young et al., 1998).

Job satisfaction is viewed as the employees' attitudes towards their current job, and scholars highlight a range of factors influencing employee disengagement, e.g., social relations with co-workers and managers, pay and remuneration, career development, job design, learning opportunities, job security, organisation cultures, working conditions, social status of jobs, and a lack of empowerment (Bettencourt and Brown, 1997; Cho et al., 2009; Iverson

and Deery, 1997; Kessuwan and Muenjohn, 2010; Kim et al., 2009; Kusluvan et al., 2010; Long et al., 2017; Puangyoykeaw and Nishide, 2015; Saari and Judge, 2004; Tooksoon, 2011; Wong and Ko, 2009; Yavas et al., 2013). However, Herzberg (2008) found that supervision, relationships with supervisors, working conditions and pay are all factors that can cause extreme employee dissatisfaction.

Apart from retaining practices above, job image influences HR practices, and helps to attract potential candidates and retains talented employees, whereas poor image could pose a difficulty when it comes to recruiting highly qualified candidates (Barron et al., 2007). Indeed, Mahdi et al. (2012) examined the effects of intrinsic and extrinsic job satisfaction on turnover intentions of employees in Malaysia and found that intrinsic satisfaction driven by challenging work, self-direction and responsibility variety, had a stronger influence on intentions to leave in the organisation than extrinsic rewards provided by the organisation.

The main objective for organisations is to retain their employees, especially good performers, as organisational commitment was found to be the most important factor in creating organisation success (D'Annunzio-Green et al., 2008b). Employee turnover is also associated with costs to the organisation, such as opportunity cost, retention costs, reselection costs and training; these all relate to the effective cost management, profitability and financial performance of the hotels, as well as decreased morale among other employees (Guchait et al., 2015; Khatri et al., 2001; Mahdi et al., 2012). Khanin (2013) concludes that turnover intention can result in losses to a firm, through the loss of talented human capital and the possible leakage of organisation know-how to its competitors.

One strategy bringing competitive advantage is developing human capital, and most hospitality companies face human resource challenges, e.g., recruiting qualified employees, controlling high turnover and unattractive pay wages, because frontline employees drive hotel success as they make face-to-face interactions with hotel guests (Kim, 2014). Therefore, HR and hotel managers should retain qualified employees that know how to provide a level of service

that results in their hotel being distinguished from its competitors; this results in these employees being a critical success factor (Merill, 2000).

2.3. The Critical success factors of the Hospitality Business in Thailand

2.3.1. Excellent hotel service as a critical success factor

In the competitive business environment, many service companies enhance their competitive advantage by offering an excellent service experience to their customers (Kim et al., 2009; Marais et al., 2017; Molina-Azorín et al., 2015). Zhang (2009:60) states that “Excellent service of a hotel is embodied in the service process of service employees for their customers” and HR have been identified as the vital issue facing world tourism due to the phenomenal growth of the industry. Excellent service standards lead to hotel brand reputation and image, and Kandampully and Suhartanto (2000); Mazanec (1995) found that hotel brand image is positively associated with customer satisfaction in luxury hotels.

Service quality leads to hotel profitability due to an increasing number of guests, length of stay and guest spending through the use of hotel facilities and services, while hotel revenues depend on talented hotel employees (Davis III, 2005). Nankervis (2000) suggests that hoteliers in all parts of Southeast Asia should be well-equipped to design appropriate duty statements by adapting these to the local guest market and cultural conditions in order to guide their subsequent HRM practices. For example, training has formed the basis of knowledge and skill development in the hospitality industry, and HR ensures that employees can perform according to service standards (Chahal and Poonam, 2017; D'Annunzio-Green et al., 2008c; Sigala and Baum, 2003).

Among tourism destination countries in Southeast Asia, the hospitality industry provides a variety of accommodation types and levels of service (Lehmann, 2009). With the “star” rating systems, hotels receive up to five stars based on the level of service offered and facilities provided that also determines the price

of communication (Chon et al., 1993; Israeli, 2002; Narangajavana and Hu, 2008; Panmunin, 1993).

In Thailand, hotel star ratings are issued by the Thai Hotels Association. Currently, there are 65 five star hotels in Thailand, with 17 international chains hotels, 33 national chains hotels and 15 local hotels (Thai Hotels Association, 2015). Based on the patterns of hotel operations, hotels are classified into two large groups: international chain operations and Thai national operations, of which the latter is made up of national chains and independent local hotels.

By definition, an international chain hotel (ICH) is an (international) enterprise that administrates through a unique management a number of hotels located in different areas. Usually ICHs operate two or more hotels in different ways. They can be further subdivided into franchise chain and partial owners of the hotel which management contract or members are applied (Baum, 2013; Ingram et al., 2013b; Ingram and Baum, 1997). Furthermore, Morrison (1998) stated that chain hotels do not operate as a “family”, but are corporate owned and are located at major or primary locations. This is attributed to a lack of entrepreneurial drive, owing to the public nature of its ownership.

The national chain hotels (NCHs) operation refer to Thai enterprises or foreign investors who operate hotels on their own management decisions. In addition, the hotel brands extend to other exotic locations, both domestic and overseas, under the hotel's brand standards of operations (Barros and José Mascarenhas, 2005; Hwang and Chang, 2003).

Finally, local hotels (LHs) are those that are owned and managed themselves (Pearce and Thanksooks, 2015). The owner/owners can create a property which is reflective of their personalities and the community surrounding the property. It appears that LHs have no relationship to the other hotels regarding to various policies, rules and regulations and are managed through a family business model and are not required to conform to any corporate policy or procedure (Brooks and Kasavana, 1995; Hwang and Chang, 2003; Ingram et al., 2013b; Ingram and Baum, 1997; Pearce and Thanksooks, 2015).

There are different characteristics among chain and local hotels. LHs seek to distinguish their property from competitors by offering service with value-added through local characteristics (Morrison, 1998; Nankervis, 2000). However, Barros and José Mascarenhas (2005) argued that the large chain hotels are more likely to be in the most accessible and central locations, with standardised architectures, rooms and service procedures, operations and new technological investments, all aimed at attracting key customers. As a result, this will lead to an increase in competition between NCHs and global hotels (Kaewsaeng-on et al., 2015).

Although the physical architecture and operations systems of individual hotels are different, the hotel industry is still driven by a service culture considered to be a critical success factor. Thus, national culture will play a key role.

2.4. The importance of national culture

The importance of culture in shaping people's attitudes and preferences is particularly observable for people-processing services that require a high degree of customer contact with service personnel and facilities (Lovelock and Gummesson, 2004). Asian cultures traditionally are service-oriented, and the key components of good service seem to be personal attention or customisation, not efficiency and time saving that appear to be highly valued in Western countries (Schmitt and Pan, 1994). Mattila (1999) elaborates that Asian countries, e.g., Hong Kong, Singapore and Thailand, are characterised by high power distance, and this results in service employees being required to provide customers with a high level of service and personalised service; these are drivers of perception of value for Asians as opposed to Western counterparts.

Thai beliefs affect the operations of hospitality and generalising Thai cultures as "Asian" can be misleading, as Thai service culture is quite different from other countries in Southeast Asian (Holmes et al., 1995). Komin (1990) noted that Thai culture is a relatively tight, collective culture, with hierarchical social systems, a relationship orientation and high sensitivity. These characteristics

differentiate Thailand from Western cultures (Hofstede, 1993; Onishi, 2006; Selvarajah et al., 2012; Yukongdi, 2010). In luxury hotels in Thailand, the service culture is fundamental and an appropriate attitude for organisation success (Kimpakorn and Tocquer, 2008).

However, the effect of Thai culture on modern management is not well understood. Such cultural norms include "hai-kiad", which involves treating people gently, courteously, avoiding confrontation and criticism (Andrews and Siengthai, 2009; Holmes et al., 1995; Vance et al., 1992). An awareness of and an understanding of the typical Thai way of service, "nam-jai" (kindness or thoughtfulness), and "jai yen" (calm, relaxed attitude), are vitally important points for gaining the trust of Thai employees. "bun-khun" means reciprocity of goodness or exchange of favour; "sanook" means fun, relaxation, but also signifies the importance of being amiable, and having social relations and goodwill towards others; "kreng-jai" involves the desire to be self-effacing, respectful, polite, humble and considerate and having an aversion to embarrassing other people.

Thai people are concerned with "face", representing one's social and professional position, reputation and self-image, prestige, honour and social standing (Kitiyadisai, 2005). As Thai society has a relationship-based orientation, "face" has been explained in terms of cultural collectivism, in which members are afraid of being excluded. As a result, people are concerned about what others think of their actions and try to gain respect from others by acting in a way that meets the expectations of individuals around them", defined as "saving face" (Pimpa, 2012:36), whereas "losing face" refers to bringing shame and disrespect to oneself; therefore, a confrontation can be disastrous if it results in "losing face" (Kitiyadisai, 2005). In fact, "hai-kiad" (to give honour or respect) is also related, as the more "hai-kiad" and "gaining face" a person receives, the higher the social status becomes, including power and social credit the person has acquired from society (Holmes et al., 1995; Kitiyadisai, 2005). In work situations, these imply that direct negative performance feedback, strong criticisms, and face-to-face confrontation should be avoided in conversations between supervisors and subordinates.

These encounters may cause employees to lose face if made public (Komin, 1990).

The relationship between co-workers, superiors and their associates are their expectations of 'give and take' and respect (Kokkaew and Koompai, 2012; North and Hort, 2002; Noypayak and Speece, 1998). For example; employees come to work earlier and stay later than his/her manager, and it is typical to see the subordinate supporting the managers in both work and personal issues if requested. This turns into rewards, promotions, personal assistance and other favours as managers act as agents of the organisation (Eisenberger et al., 2002). Thailand is heavily influenced by a strong traditional and religious culture, which relates to a paternalist managerial style and collectivist work groups, rather than individual contracts and regulated employment protection (Bi, 2012).

Kainzbauer (2013) states that power in the Thai context is associated with benevolence and kindness. A caring relationship between managers and their employees is essential in a Thai workplace. Employees are motivated to work for a boss who cares and has 'jai-dee' (good heart), which reflects the importance of good relationships and social harmony in the workplace (Kamoche, 2000; Sriussadaporn-Charoenngam and Jablin, 1999). Thai managers are described as "benevolent father/mother" (Kainzbauer, 2013:220). Based on this role, there are two key concepts "phradet" and "phrakhun"; the manager should possess knowledge, experience and wisdom and be a decision-maker. Regarding "phradet", however, they should protect their employees in the right way, "phrakhun" (Kainzbauer, 2013:221). When the right balance is attained between these two roles, the manager acquires "baramee", which means power derived from respect and charisma. Within this context, the employees will respect their managers and show their loyalty and commitment (Holmes et al., 1995).

Swierczek (1991) study on Thai culture and society examined the effects of culture on leadership style among Thai managers. They found a relative mix of traditional Thai culture values as 'helpful', 'close', 'warm', 'supportive' with emergent urban values such as 'discipline', 'hard work', 'self-reliance'. They

claim that this is consistent with the Buddhist belief of the Middle Path, which eschews extremism (Kamoche, 2000; Pimpa, 2012).

The values of respect for elders, honesty, humility, valuing differences and spending time on building personal relationships between supervisors and Thai subordinates are a crucial factor for business success and considered a mediator of employee well-being, satisfaction and motivation (Collins and Clark, 2003; Lehmann, 2009; Sriussadaporn, 2006; Yukongdi, 2010).

Lim (1990) suggests that local firms across Asia prefer to treat workers like 'family' and expect them to work long hours with low wages without complaining as the owners compensate with fringe benefits and take care of them like family members. Applied into a Thai context, Kamoche (2000) notes that the retention of the workforce is achieved through paternalism and the 'doo-lae' (take care) culture of a family, as stated above. Therefore, paternalism is understood within the broader context of Thai social relationships and hierarchy; for example, Thai subordinates expect guidance and a sense of caring from their supervisor who is expected to show strong leadership.

Having an understanding of Thai culture and Thai norms will result in being able to effectively manage the Thai workforce with a relationship-based approach. These relationships between co-workers, supervisors and subordinates are influenced by the Thai hierarchical social system.

2.4.1. Thai hierarchical social system

Hallinger and Kantamara (2000) pointed out the issue of Thai communication styles seeks to demonstrate respect for people in higher social or professional positions. This results in turning subordinates into passive recipients and the top-down decision-making structure places limits on empowerment. Lehmann (2009) further discovered that seniors are respected and social norms do not allow juniors to disagree with senior colleagues and managers in the Thai workplace.

Kamoche (1996) states that the hierarchical nature of Thai society and culture has important implications for employee self-motivation, empowerment and creativity. Hierarchical societies lead to Thai employees having lack of self-confidence to express opinions in meetings, because of the top-down approach of employees receiving orders, rather than proposing ideas. A lack of getting involved in decision-making creates a barrier to teamwork (Andrews and Chompusri, 2013; Jackson, 2015; Tansuvan, 1993; Thanasankit and Corbitt, 2002; Thianthai, 1991). Interestingly, Sagie and Aycan (2003) observed that managers might ask for employees' opinions to show courtesy, and this is appreciated, even though the final decision is made by the manager and not an employee. This shows that the guise of consultative decision-making leads to greater satisfaction, especially in high power distance cultures.

Smith et al. (1996) suggest that hierarchical structures make organisations overstaffed and unproductive. Seniority is central to the decisions relating to HR practices. (Lawler et al., 1995). When superiors offer subordinates wider liberty in their roles, more attention and greater support on both personal and work issues, this increases the overall unit's operations performance (Vandenberg et al., 1999). Indeed, Kessuwan and Muenjohn (2010) found that employees who have worked for MNCs in Thailand were highly satisfied with the work, because they had enough authority and freedom to perform their jobs, expecting only encouragement and support from their supervisors. Sriussadaporn-Charoenngam and Jablin (1999) stated that the relationships between managers and subordinates in Thai organisation are closer and more paternalistic than in western organisations.

The most important aspect to working in Thailand is the relationship between subordinates and supervisors, which identifies the importance of Thailand's hierarchical social system as a key explanatory influence alongside the traditional, paternalistic style of management, in which a supervisor provides direction and protection for his/her subordinates (Fening and Chalothorn, 2014; Limsila and Ogunlana, 2008). In addition, the empirical research of Yukongdi (2010) further explored that this is the preferred style of leadership

among employees in Thai organisations, highlighting that Thai employees prefer participative managers. Only a small number of employees preferred paternalistic and autocratic managers as these tend to lead to a competitive atmosphere, associated with low satisfaction with leadership, issues with work control and a negative workplace climate (O Moore and Lynch, 2007). Kusluvan (2003) agrees that the tourism and hospitality industry is characterised by hierarchical and autocratic styles of management, variously expressed as directives. More recent studies (Gupta et al., 2002; Limsila and Ogunlana, 2008; Yukongdi, 2010) showed Thai managers adopting a more democratic and participative leadership style, involving subordinates in decision making. Compared to the past, these managerial styles are the most effective models for managing the Thai workforce (Yukongdi, 2010). Furthermore, researchers have also identified that management issues can increase hotel employees' intentions to leave. These include: poor communication and rapport; insensitivity to employees' needs; insufficient career and work guidance; a lack of care and support and a lack of appreciation of the work done by employees (Kusluvan, 2003). Kusluvan et al. (2010) concluded that inappropriate management style was also a pervasive feature of the tourism and hospitality industry.

Within this context, social relationships are fundamental and it is difficult to recruit non-Thai or Asian General Managers that are knowledgeable of, and sensitive to Thai service and able to manage Thai employees, especially in five star hotels in Thailand (Meyer and Geary, 1993). Consequently, successful hotel operations require a management team who are well-acquainted with the local Thai culture, in order to maintain the Thai way of service (Fening and Chalothorn, 2014; Panmunin, 1993).

2.4.2. Thai social relationships

Thai norms emphasise harmonious social relations and consideration for others, and Thais prefer to be smooth, kind, non-assertive, polite and humble, usually believing that "being nice helps people like you and builds long-term relationships" and harmonious group working (Cooper, 1991:41; Kamoche, 2000; Rohitratana, 1998; Tanchaisak, 2005). Thus, this results in Thai society

being constructed as grouped or social, rather than focused on individual interest. Indeed, the social relations in Thai culture align with an experiment of Mayo (2014); workers who engage daily in positive relationships with one another create good teamwork and cooperation, a crucial factors in the workplace. Relationship-oriented behaviours with trust and relationships with others happen more commonly; therefore, conflict between individuals is kept to a minimum or is avoided (Thanasankit, 2002).

A good relationship among colleagues help to reduce work-related stress, increase job satisfaction and motivation, and improve organisational performance (Bergbom and Kinnunen, 2014; Ferres et al., 2004). Empirical research in Thailand indicates that there is a positive relationship between relationships with co-workers, managers and job satisfaction and friendly and cooperative co-workers, those that lend support increase job satisfaction, commitment and morale (Chalkiti and Carson, 2009; Kessuwan and Muenjohn, 2010; Panmunin, 1993; Rungruang, 2011; Suksaranruedee and Sucaromana, 2013; Yang et al., 2012).

Supporting workplace relationships were found to be an important predictor of organisation commitment by various studies, for example: Maslach et al (2001); May et al (2004). A study by Zeytinoglu et al. (2013) indicated that peer support worked to influence job satisfaction and work environment. Most employees in hospitality spend long hours at work and relationships with colleagues are important as workers depend on each other for emotional support to cope with the demands of the work. It is also possible that they support each other at work by, for example, covering for each other when there are family obligations or an emergency that demands their attendance outside the workplace during regular work hours. Such support from their co-workers contributes to their job satisfaction (Chalkiti and Carson, 2009; He et al., 2011; Kunaviktikul et al., 2000; Yang et al., 2012).

Holmes et al. (1995); Sammapan (1995) explored how communication styles are the fundamental construct of good relationships in Thai society. They found that Thai communication styles and social interactions are unique and prefer informal and personal relationships in the workplace. The study of O

Moore and Lynch (2007); Zapf et al. (1996) explored some barriers of creating good relationships in the work place, realising that people who had less time for conflict resolution and fewer opportunities for socialising in their workplace tended to be more isolated from colleagues. In other words, arrangement of social activities, including sharing forums and networking activities, help to increase employees' self-confidence and effectively decrease employee turnover (Pauken, 2008).

Kessuwan and Muenjohn (2010:174) found that employees who have worked for MNCs in Thailand were highly satisfied with their co-workers, because they received good cooperation and support. Jackson (2015) states that a good work group or effective team easily helped them achieve good performance results. Thus social interactions at work and good relationships with colleagues and supervisors are of great importance in influencing a good organisational climate and employee retention (Eisenberger et al., 2002; He et al., 2011; Kamolpattana et al., 2014; Kessuwan and Muenjohn, 2010; Kusluvan et al., 2010; Suksaranruedee and Sucaromana, 2013). Sein et al. (2010) report that supervisor and co-worker support is significantly related to perceptions of low work stress.

The psychological contract is therefore central to a discussion of HR practices and this is examined in the following section.

2.5. The definition of psychological contract and typology

The psychological contract comprises of "individual beliefs that reciprocate obligations between employees and employers" (Rousseau, 1995:9). Further, "it is the psychological state comprising the intention to accept vulnerability based upon positive expectation of the intentions or behaviour of another" (Rousseau, 1998:395). Perceived contract fulfilment is strongly related to employees' job performance, employment duration and extra role contribution; indicating employees' commitment (Rousseau, 2004), whereas failure to fulfil this promise represents a psychological contract breach and the subsequent neglect of job responsibilities and increased turnover intention (Coyle-Shapiro

and Conway, 2005; Morrison and Robinson, 1997; Turnley and Feldman, 1999; Turnley and Feldman, 2000). Thus, If the norm of reciprocity is applied to this relationship, favourable treatment received by either party is reciprocated and leads to beneficial outcomes for both parties (pay, development, career opportunity in exchange for loyalty and commitment.) (Eisenberger et al., 2002).

Psychological contracts are categorised into two classifications: transactional and relational (Rousseau, 1995; Rousseau and McLean Parks, 1993).“Transactional” is short-term, with a monetary scope and limited personal involvement in the job. It focuses on materialistic matters, where money/wage is a dominant concern and exists for a limited duration of time. Therefore a transactional approach is primarily focused upon economic exchange and associated with more negative outcomes, including low employee engagement, (Rousseau, 1995; Rousseau, 2001). The transactional contract can be expressed as an extrinsic factor - ‘a fair day’s work for a fair day’s pay (Rousseau and Wade-Benzoni, 1994:466).

Conversely, “Relational” contracts are less structured, less with fewer tangible rewards, non-specific time frames and based on mutual agreement with monetary and socio-emotional elements (Rousseau and Tijoriwala, 1998). These socio-emotional elements include mutual support and concern between employer and employees, long-term personal relationships and high emotional involvement aimed at developing the employees and associated with more positive outcomes (Bal et al., 2013; Raja et al., 2004; Robinson and Rousseau, 1994; Rousseau, 1990; Rousseau, 2004; Rousseau and McLean Parks, 1993). Furthermore, the relational contracts focus on open-ended relationships between the individual employees and employers. Employers’ relational obligations include meaningful work, the development of skills, opportunities for advancement, job security and personal support in return for employee loyalty (Aggarwal and Bhargava, 2009; Coyle-Shapiro and Conway, 2005; Guzzo and Noonan, 1994; Hui et al., 2004; Robinson and Rousseau, 1994; Zhao et al., 2007).

The relational contract is therefore more valuable for an organisation in terms of creating sustainable commitment, as it engages employees in long term relationships in exchange for their professional development (Rousseau and McLean Parks, 1993). However, Guzzo and Noonan (1994) suggested that employers should combine both transactional and relational contracts in the workplace, pay, incentives and fringe benefits should be combined with growth opportunities in order to add value to the organisation and increase employability.

Sarantinos (2007) further suggested that employers should strengthen their credibility, providing transactional deals before attempting to establish the long term relational deals that have higher investments in trust and loyalty. This finding is supported by Tsui et al. (2013), hotel employees reported overall average satisfaction with supervisors and were satisfied with work and colleagues; however, the salary structure and career promotion required review in order to improve the level of job satisfaction. To avoid the confusion and handle employee expectations, employers need to be aware of individual psychological contracts as these do change over time. Davidson et al. (2010); Guchait et al. (2015); Morrison and Robinson (1997); Westwood et al. (2001), note that the global hospitality business faces new challenges in reforming their relationship with their employees, because the “traditional” employment relationship has been destroyed by practices such as downsizing, layoffs and outsourcing. This situation can be one of the main reasons that psychological contracts go unfulfilled and contract contents can differ vastly according to national cultures and levels of economic development.

Richard et al. (2009) and Bal et al. (2013) suggest that relational contracts result in increased affective commitment which can be leveraged by managers, whereas transactional contracts were found to lower performance and increase absenteeism. The perceptions of employees determine the investments in their relationship with the organisation. Tsui et al. (2013)’s research in ICHs in Taiwan found that job satisfaction indicators of work, colleagues, supervisor, salary and promotion lead to positive results and directly affect psychological contracts and organisational commitment.

Guchait et al. (2015) highlighted that employees in India perceived their supervisor and organisation as supporting increased relational psychological contracts.

Applying psychological contracts into a Thai context, the Thai norm of paternalism is central to mutual trust and loyalty – the management of the relational psychological contract refers to extending beyond the formal, with informal contracts to cover general employee issues (Kamoche, 2000; Rousseau, 1995; Rousseau, 1989; Rousseau, 1998). Thai employees have expectations of their employers in relation to “being taken care of”, e.g., career growth, higher pay and job security in exchange for loyalty (Kamoche, 2000; Tanchaisak, 2005). Yet, Thai organisations rarely terminate employees because of their paternalistic systems and being benevolently autocratic, while organisations might take it for granted that employees are obedient members with long-term commitment in the organisation (Kraimer et al., 2005; Lawler and Atmiyanandana, 2003; Smithson and Lewis, 2003). However, the expectations between organisations and individuals are not explicit but exist only in the minds of employers and employees; therefore, it is important for Thai organisations to understand and manage Thai employees’ expectations in order to fulfil the organisation’s side of the contract (Festing et al., 2013).

Chompookum and Brooklyn Derr (2004), researched private sector companies in Thailand and found that Thai employees aspire to lifetime employment, adequate pay, good benefits, appreciation for being loyal and hardworking, good relations with colleagues and organisational respect, as they believe that these behaviours lead to secure career orientation. In return for loyalty and work dedication, the organisation provides job security and rewards. However, Ermongkonchai (2010), research in large companies in Thailand perceives the psychological contract considers trust in the organisation by assuming that employees are honest and ethical; misconduct occurs when the psychological contract is violated, with perceptions of unfair treatment in the workplace.

Manager behaviours also play a key role in modelling and encouraging team members to achieve business goals, because supervisors act as organisational agents in their treatment of subordinates. Employees who

believe that supervisors value their contributions show an increased perception of organisation support, which in turn is related to decreased turnover (Bernhard-Oettel et al., 2011; Chompookum and Brooklyn Derr, 2004; Eisenberger et al., 2002; Tooksoon, 2011).

2.5.1. How line managers influence psychological contracts

Line managers also play a key role in shaping the psychological contract and are central in creating an organisation's competitive advantage (Rousseau, 1995). McDermott et al. (2013) suggested that line managers have direct responsibilities for promoting appropriate psychological contracts, who will act in accordance with and supported by coherent HR practices. They influence employees' motivation by how they allocate rewards, provide performance feedback and communicate prospects for future career promotion opportunities. Line managers are perceived as organizational representatives and therefore any promises they make reflect on the organisation and the subsequent psychological contract. HR policies and how they are actioned send signals to employees about the values of the organisations (Hornung et al., 2009; Lester et al., 2002; Rousseau, 1995; Rousseau, 2005).

Indeed, employees can attribute failure to fulfill their psychological contract to senior managers, line managers, HR or to the firm in general (Guest and Conway, 2002). However; it appears that line managers are the employees' regular contact point and take responsibilities to implement HR practices (Hales, 2005) such as conducting performance appraisal, providing rewards and recognitions, developing career opportunities, etc. In this regard, employees may perceive that their psychological contracts are fulfilled or in breach/violation, depending on whether favorable or unfavorable decisions are made.

Psychological contract breach can occur when supervisors and subordinates perceive the extent of psychological contract fulfilment differently. For example, subordinates may perceive that their psychological contract has been breached when supervisors have no idea that promises had been made.

An employee, for example, might have been promised a promotion by a former supervisor who no longer works for the organisation. If the employee did not get promotion, the employee may perceive the psychological contract has been breached, even though the current supervisor has no information about that promise (Hales, 2005; Lester et al., 2002). In addition, McDermott et al. (2013) found that the leadership styles may not be in keeping with the nature of HR practices further damaging the psychological contract.

The psychological contract, its breach and fulfilment impact a range of outcomes: a sense of neglect, intention to leave/remain, employee commitment and loyalty (Festing and Schäfer, 2014; Robinson and Rousseau, 1994; Sonnenberg et al., 2011; Turnley and Feldman, 2000). Therefore, relational psychological contracts promote trust between employees and employers; and depend on how the organisation is able to keep its promises, and contract violation may lead to negative reactions. Although most organisations display some slippage in implementing HR strategy, inadequate policies can often be 'rescued' by good manager behaviour in the same way as "good" HR practices can be negated by poor manager behaviour (Purcell and Hutchinson, 2007:4). HR practices there play a key role and these will be discussed in the next section (Sonnenberg et al., 2011; Westwood et al., 2001).

2.6. Hotels, HR Practices and how they impact the psychological contract

2.6.1. HRM practices related to employee retention in hospitality

Delery and Roumpi (2017) argued that an organisation could gain a competitive advantage by attracting and retaining the best human resources. This indicated that HRM was seen as a source of competitive advantage, which includes all organisational activities related to recruitment, development and management of its employees, indicating several practices: selection

methods, performance appraisal, training, career development, teamwork, communication, empowerment, performance-related pay and employment security and health and safety including wellness and fairness concerns (Dessler, 2009; Huselid and Becker, 1995; Ladkin and Kichuk, 2017; Rathore, 2017; Rubel and Hung, 2013; Wall and Wood, 2005; Wood and Wall, 2007; Wright et al., 2003; Wright et al., 2005).

Retaining talented employees in the hospitality industry is a critical issue to HR practitioners and a continuing area of interrogation for hospitality academics (Chahal and Poonam, 2017; Davidson et al., 2010; Wong and Ko, 2009; Yang et al., 2012). A key element in the research on employee retention is the need to retain talented staff and a number of strategies to this end are explored in the literature, such as pay, WLB and increased job satisfaction, organisational commitment and other employee attitudes (Iles et al., 2010; Qu and Zhao, 2012). Some of these practices include ensuring that there is a good fit between individual employees' values and the organisation's values in providing equitable remuneration that reflects performance (Parker and Wright, 2001), recognising efforts and contributions made by individuals (Davies, 2001), providing employees with sufficiently challenging and interesting work (Kraut and Korman, 1999) and providing opportunities for training and career development (Rathore, 2017; Vidal-Salazar et al., 2012). These efforts are aimed at improving HR practices and workplace relations and, consequently, organisational performance via the shaping of employees' attitudes and behaviour (Chew and Chan, 2008).

In Southeast Asia the importance of strategic HR has been recognised only in the last two decades and it is common to find HR practices that have been influenced by the philosophies and management practices of multi-national companies (MNCs) from Western countries (Huat et al., 1998). However, this is not to say that local firms will necessarily mirror MNCs in their HR practices as this will depend upon the nature and focus of the organisation and the characteristics of the local market (Visitchaihan, 2004). The empirical study by Guchait and Cho (2010) indicated that employees in the service industry believed that the system of HRM practices was important for organisational effectiveness and also a significant predictor of organisational commitment.

According to Warech and Tracey (2004), not all HRM practices are equally effective; some may be the source of competitive advantage, while others may be less effective. Finally, Yang et al. (2012) investigated HR retention strategies in Taiwan and revealed that retention strategies did not always meet employees' expectations in terms of HR practices, i.e. career plans. There is a "disconnect" between employee expectations and retention strategies and it is necessary to bridge this gap. This would help to ensure that employee expectations are met, resulting in employee job satisfaction and reducing turnover.

As discussed above, many scholars have discussed retention factors, including the provision of an attractive package of financial rewards, employee benefits, job-enrichment initiatives, career perspective, training and development opportunities, a supportive work environment and initiatives to improve WLB (Allen et al., 2003; Cappelli, 2001; Chahal and Poonam, 2017; Holtom et al., 2008; Horwitz et al., 2003; Pfeffer, 1998; Rathore, 2017; Ulrich, 1998). Although there have been previous studies on best practices in HRM (Barney and Wright, 1998), most of these have been fragmented in identifying an effective mix of practices that could improve organisation commitment and intention to stay.

In the context of South Korea, employee satisfaction with pay has a positive impact on job engagement (Jung and Yoon, 2015). While Simons and Enz (1995) and Wong and Ladkin (2008) researched hotel employees in Hong Kong and throughout the United States and Canada. They ranked wages, job security and career opportunities as the top three most important factors in motivation. According to Blomme et al., (2010) and Lee and Way (2010) intentions to quit among highly educated employees in the hospitality sector are shaped primarily by job content, i.e. where jobs are more structured and have fixed boundaries, the intention to leave is greater. In Taiwan, the atmosphere created by the manager plays a key role in satisfaction, with low levels of teamwork, hierarchical management, limited trust and perceptions of unfair treatment impacting on turnover intentions (Yang et al., 2012). Thus, there is more to workplace satisfaction than HR practices and the softer, social aspects of work may play an equally important role.

A study of the job satisfaction of workers in Singapore identified the factors of remuneration package, nature of work, employability prospects, and on-going training and development, as the most important job-satisfaction variables. However, there are other contributing factors, such as peer relationships and empowerment, which also have an effect. These are considered as cultural values in Asia, i.e., collectivist associates with high power distance and strong uncertainty avoidance. Kaye and Jordan-Evans (2000) similarly state that, once employees attain a certain level of material comfort, e.g., in terms of remuneration package, they start caring more about the nature of job, whether there is career growth, recognition, feedback and respect from their bosses and colleagues. This is linked with the notion of intrinsic motivation, as suggested by Herzberg (1986:92) who states that managers should not try to motivate their employees by offering higher pay, better benefits and performance bonuses when instead they can motivate them with training, interesting work and more responsibility. Herzberg was so concerned that managers would manage by manipulating rewards, rather than by offering opportunities to learn, that he often advocated an all-salaried (as opposed to hourly) workforce (Herzberg, 1986:93,217). Finally, Kunaviktikul et al. (2000), who examined the relationship between level of conflict and level of job satisfaction and intention to stay in Thailand, found that employees were satisfied with work, pay, opportunities for promotion and supervision had high intentions of staying in their jobs. However, HR practices and how they are implemented will depend upon the overarching strategy of the organisation. For example, they seek both internal and external alignment within their HR practices (configurational). The impact of HRM on organisational performance is dependent on the adoption of an effective combination of HRM practices, the belief that maximising firm performance is dependent on the bundling together of interrelated elements of HRM practices in the organisation (Arthur, 1994; MacDuffie, 1995). However, Ichniowski et al. (1997) found that bundles of HR practices are held to produce substantially greater performance effects than individual HRM practices. These are discussed in more detail in the following section.

2.6.2. The use of Single HR practices VS. Bundles of HR practices

The question of whether to have single or combined HR practices has been debated by the scholars. Some studies have investigated the effect of individual HRM practices, whereas others tested bundles or systems of HRM practices. However, both approaches support the expected relationship between HRM practices and organisational performance (Delaney and Huselid, 1996; Delery and Doty, 1996; Delery and Roumpi, 2017; Guthrie, 2000; Huselid and Becker, 1995)

An overview of the individual HR practices that impact firm performance can be found in: Boselie et al. (2001); Delaney and Huselid (1996); Pfeffer (1994); Tsaur and Lin (2004). One notable example is Pfeffer (1994) who identified a series of 16 HRM practices which he argues will lead to improving a firm's performance, including employment security, selectivity in recruitment, competitive wage and incentive pay, employee ownership, information sharing, participation and empowerment, training and skill development. Another is Delaney and Huselid (1996), who discovered the impact of seven HRM practices, including training and incentive compensation, on organisational performance. Tsaur and Lin (2004), meanwhile, examined the relationship between three HRM practices: training and development, performance appraisal and compensation, employee performance, behaviour and service quality in hotels.

Wright and McMahan (1992) argued that researchers should examine "bundles" of HR practices and their collective effect, rather than the effect of isolated HR practices on firm performance. The studies of Huselid and Becker (1995) and MacDuffie (1995) provide some support for these arguments that the bundles of HR practices were significantly related to workers' productivity and the firm's financial performance. Additionally, Huselid and Becker (1995) have proposed that HRM practices cannot be treated independently as an organisation uses a set of diverse HRM practices and each HRM practice in a group is related to the other, particularly when they are part of a coordinated system. It concludes that HRM practices should be an important variable influencing an organisation's performance if they are not observed as a single, isolated and unrelated field of practice or activity, and that HR practices should

be combined, in a way commonly known as “bundles”, in order to provide more direct and stronger synergic effects on organisational performance (Brewster et al., 2005; Ichniowski et al., 1997).

The view of “bundles” of HRM practices varies considerably across studies of organisational performance and this latter criticism has been addressed by a number of researchers who have focused on bundles of HRM practices. For example, a study by Ichniowski et al. (1993) compared the relationship between individual HRM practices and performance with the relationship between HRM systems and performance. Then, Ichniowski et al. (1997) found that there were positive corrections among innovative HRM practices and indicated that organisations were likely to select multiple HR practices rather than single HR practices, suggestive of complementarities among policies. In other words, isolated HR practices can cause inaccurate conclusions, such as attributing to one practice all the benefits of the whole business system.

Another example is Boselie et al. (2001), who analysed the relationship between individual HRM activities and firm performance and concluded that HR practices affected performance not individually but as interrelated elements in an internally consistent HR “bundle” or system. Lepak and Shaw (2008) advocated the systems approach towards HRM practices, saying that a set of aligned practices was more effective because employees were exposed to several HRM practices applied in organisation, which were of complementary value to work performance. Furthermore, Raeder et al. (2012) empirically showed that the overall scale of HRM practices made significant predictions of the fulfillment of the psychological contract, whereas the set of individual HRM practices did not. There are several studies supporting the view that a bundle of HRM practices shows a substantial association with the fulfillment of the psychological contract, whereas the study’s findings did not find such a relationship with individual HRM practices (Guest and Conway, 2002; Westwood et al., 2001).

The above studies concluded that systems or bundles of HRM practices had a much greater effect on productivity than could be expected from the sum of

the individual practices. This productivity is increased via the way in which HR bundles impact employee commitment.

2.6.3. HR Bundles as a Driver of Commitment

As discussed above, many scholars have discussed retention factors, including the provision of an attractive package of financial rewards, employee benefits, job-enrichment initiatives, career perspective, training and development opportunities, a supportive work environment and initiatives to improve WLB (Allen et al., 2003; Cappelli, 2001; Chahal and Poonam, 2017; Holtom et al., 2008; Horwitz et al., 2003; Pfeffer, 1998; Rathore, 2017; Ulrich, 1998). Although there have been previous studies on best practices in HRM (Barney and Wright, 1998), most of these have been fragmented in identifying an effective mix of practices that could improve organisation commitment and intention to stay.

Ulrich (1998) concludes that highly effective and attractive strategies require a bundle of HR practices which lead to employee commitment to the organisation. Mowday et al. (1979:226) defined employee commitment as “the relative strength of an individual’s identification with, and involvement in, a particular organisation”. Thus, commitment is usually defined as “employee effort”, which is measured by job performance and the frequency with which employees consider leaving the organisation (McClean and Collins, 2011). Any employee who committed themselves to the organisation will believe in and accept organisational goals and values; therefore, they want to remain with the organisation and commit themselves to providing quality services on behalf of the organisation (Chen, 2007). Gardner et al. (2007) found that motivation- and opportunity-focused bundles of HR practices positively related to affective commitment and negatively related to turnover. Interestingly, HR practices and marketing factors directly predict increased employee brand commitment (Gilani and Cunningham, 2017; Kimpakorn and Tocquer, 2008:533; Worsfold, 1999). It is often argued that HRM has a key role to play in securing high levels of service quality (Haynes and Fryer, 2000).

In Asian countries, Horwitz et al. (2003) studied the attraction of Singaporean knowledge workers to their organisation by using incentive bonuses as the top three factors that help to retain employees, but this was not considered a highly effective motivation strategy. Although financial incentives, as an attraction strategy, might clearly be important and expected by employees – this strategy should be bundled with, and also complemented by, strong HR-development capabilities (Horwitz et al., 2003). Moreover, focusing on the traditional retention approach by adjusting remuneration packages and rewards is no longer appropriate in the post-industrial economy and also in a situation of economic regression (Despres and Hiltrop, 1995). A focus should be placed on encouraging intrinsic motivation, which is associated with affective organisation commitment (Thompson and Heron, 2005). Therefore, incentive pay should be combined with practices that impact affective commitment.

However, there is a noticeable lack of empirical examination of luxury five-star hotels in Thailand with regard to their HR practices that are focused on commitment and retention. With the hospitality industry playing a crucial role in the Thai economy, socio-cultural developments have had significant impacts on the nature and operations of organisations, especially in the management of HR practices (Ferris et al., 1999). The following section discusses the importance of HR retention in service operations and how they impact the psychological contract.

2.6.4. How HR practices influence psychological contract

Managing employee expectations is one of the critical challenges facing work organisations. HR practices shape employee skills, attitudes and behaviours, which in turn influence organisational performance by creating structural and operational efficiency, and is associated with lower employee turnover rate (Festing and Schäfer, 2014; Guthrie, 2000; Huselid and Becker, 1995; Suazo et al., 2009).

Blomme et al. (2010); Guzzo and Noonan (1994); Suazo et al. (2009) found that psychological contracts develop through an interactive process between employee and employer, often during recruitment, when employees assess HR practices, such as job previews helping employees set their expectations from the first day. Westwood et al. (2001:647), researching local firms in Hong Kong, suggested that HR practices including job design, recruitment, performance evaluation, salary/wage, and training/development have a strong determining impact on psychological contracts of Chinese managers. HR practices can convey the employer's future intentions which significantly impact employees' attitudes and behaviours, from job satisfaction, organisation commitment and turnover intention to actual turnover and performance (Hui et al., 2004). These practices are examined in the following section.

2.6.4.1. Job Security

Due to the fact that the job security of hotel employees is dependent on the occupancy rate of the hotels, employment in this sector has a seasonal character (Senol, 2011). In fact, job security is one of the most influential means of motivating employees, particularly in times of economic downturn. Employees' belief that they will not lose their jobs, or that they will be employed in the same organisation for as long as they want, is a significant reason for motivation. Therefore, job security is one of the most significant variables in employee satisfaction which expresses the general attitude of the employee towards his/her job (Bakan and Buyukbeşe, 2004:35).

Empirical research shows that perceived job security is significantly and positively associated with overall job satisfaction in the service industry (Clark, 2005; Majid et al., 2017; Rose, 2005; Senol, 2011). Conversely, perceived job insecurity is negatively associated with job satisfaction (Cheng and Brown, 1998; Chirumbolo and Hellgren, 2003; Reisel et al., 2010). Mohsin et al. (2013), in assessing the antecedents of employee' intentions to resign from their jobs in luxury hotels in India, found that job security, earnings and additional benefits were the antecedents of employees' intentions to quit. Furthermore, Wong and Ko (2009), in examining hotel employees' perceptions

of work–life balance, found that employees could trade off their salary in exchange for more free time with the huge benefit of job security. In recent research, Ashton (2018) examine how soft HRM practices in the Thai hotel industry affect job satisfaction and job retention, found that there is positive significant relationship between employment security and job satisfaction. Finally, employment security is included in the best-practices model of Pfeffer (1998) relating to HRM and employee retention. It concludes the promise of job security can affect the employee's response to the organisation, and violation of a psychological contract can erode an employment relationship such as decreased loyalty and work efforts (King, 2000; Parks and Schmedemann, 1994; Robinson and Rousseau, 1994; Sims, 1994).

2.6.4.2. *Work-life balance*

Due to the hospitality industry's characteristics of long and unsocial working hours, contingent labour low pay and poor image are well-documented in hospitality research such as the work by Davidson and Wang (2011); Robinson et al. (2014). Work-life balance (WLB) is considered as a variable factor increasing job satisfaction, organisational commitment and retention of talented employees (Budhwar et al., 2006; Deery, 2008; Deery and Jago, 2009; Deery and Jago, 2015; Hofmann and Stokburger-Sauer, 2017; Iles et al., 2010; Qu and Zhao, 2012). WLB is a key concern among hotel workers as they struggle to find time for their personal lives because of long working hours and overbearing workloads (Kodz et al., 2003).

A review of the literature since 2009 indicates that WLB has either become a larger issue within the industry, or that hospitality researchers have come to perceive it as a more pressing issue in the industry. In the framework study of Deery (2008), the area of WLB is important in employee retention. The literature of WLB in the hospitality industry points to both physical and emotional stresses contributing to a lack of WLB (Wong and Ko, 2009). Many hospitality studies which have examined the effects of the WLB variable on job performance have found that those hotel employees with heavy workloads had low WLB, showed poor job performance and suffered a detrimental impact on their quality of life (CHAN and MAN, 2013; Deery and Jago, 2009; Karatepe,

2012; Wong and Ko, 2009). However, one of the key characteristics of hospitality work which causes stress is the level of emotional labour expended by staff (Chen et al., 2012; Duncan et al., 2013). Furthermore, work overload and conflicts in the work-family interface, coupled with emotional exhaustion, are key to the way in which employee work attitude underpins employee turnover and impacts on WLB with emotional exhaustion acting as a mediator (Deery and Jago, 2015; Karatepe, 2012). Other studies (Blomme et al., 2010; Lub et al., 2012; Tsui et al., 2013) have examined the role that the psychological contract plays in the intention to leave an organisation; for example, the study by Blomme et al. (2010) is particularly instructive with regard to the impact that promotion opportunities and WLB have on intentions to leave.

WLB in MNCs should focus less on WLB policies and more on corporate policies that take into account the lifestyles of employees at different levels of the organisation because WLB and work environment play key roles in shaping the employer branding of the organisation, as suggested by Ruth Eikhof et al. (2007) and Tanwar and Prasad (2016). Interestingly, Gilani and Cunningham (2017); Kimpakorn and Tocquer (2008) found that HR practices and marketing factors directly predicted increased employee brand commitment.

There is evidence that hotels are taking WLB seriously. Wong and Ko (2009) explored hotel employees' perceptions of WLB issues in Hong Kong and found that a compressed working week, transforming the six-day working-week pattern to a five-day week, as well as increasing the flexibility of work schedules, proved to be the solution for engaging employees and increasing their perceptions of WLB. Contrary to Wang and Walumbwa (2007) and Yang et al. (2000), there is no significant relationship between work-flexibility benefits and organisational commitment in collectivist countries because they view work and family as being interdependent, e.g., Thailand which holds different views on flexibility and long working hours. In contrast to the above, there are several studies in Thailand arguing that flexible working-hours arrangements lead to employment commitment. For example, it is claimed that

the quality of WLB is a factor that leads to happiness at work and reduces work-family conflict (Ashton, 2018; Chaiprasit and Santidhiraku, 2011; Chompookum and Brooklyn Derr, 2004; Rittippant et al., 2011)

2.6.4.3. *The remuneration package*

Remuneration and recognition are important contractual and implied agreements between an employer and an employee. Compensation is “the most critical issue when it comes to attracting and keeping talents”, according to (Willis, 2000:20). As a result, some organisations may even provide remuneration packages (special pay premiums, stock options or bonuses, profit-sharing and group-based incentive pay) that are well above the market rate in order to attract and retain critical talents (Parker and Wright, 2001).

The low pay and poor benefits commonly found in hospitality and tourism operations are among the most important causes of low job satisfaction, low motivation and low organisational commitment and job involvement, which drive high employee turnover; therefore, hospitality employees’ compensation should be more generous to balance their unaffordable employment conditions (Kusluvan et al., 2010). This can be interpreted to mean that pay and benefits should be based on job evaluation, employee effort and performance. In other words, performance-based pay and incentives are often important for influencing employee performance and commitment (Cho et al., 2006).

Mokaya et al. (2013) found that employees enjoyed a satisfactory remuneration system in the hotel industry in Kenya. Although compensation provided some recognition, i.e. pay for performance, non-monetary recognition was also important. Chew and Chan (2008) indicated that, although pay was recognised as a potential antecedent of organisational commitment and intention to stay, it was also recognised that pay alone would not be sufficient. For example, low pay might drive an employee out, but high pay might not necessarily keep them. There might be other intrinsic and extrinsic factors that may influence an employee’s decision to exert greater commitment or remain with their employer. An important factor underpinning

the relationship between pay and job attitudes, such as organisational commitment and intention to stay, is the perception of equity of compensation (Roberts et al., 1999). Thus, a central belief in the use of compensation is that money has the potential to influence behaviour (Parker and Wright, 2001). Likewise, employees may express greater commitment and tend to remain with an organisation when they feel that their capabilities, efforts and performance contributions are recognised and appreciated (Davies et al., 2007; Davies, 2001).

Suazo et al. (2009), who stated that pay incentives and some benefits, such as retirement health insurance also send a signal that the employee has stable income or long-term employment with the organization. However, Rousseau and Greller (1994) provided the implications of compensation, indicating that wages/salary are expected only to go up and not down, and employees are more likely to create transactional contracts at this point and view the organisation as a stepping stone to future employment opportunities.

In terms of pay and compensation, Western operating firms are likely to pay significantly above the market rate in order to attract more qualified employees (Lawler et al., 1997). Means of indirect financial compensation, or fringe benefits, are designed according to legal requirements and include social-security payments, retirement plans and overtime payments, available to full-time employees regardless of seniority and performance (Fening and Chalothorn, 2014). However, Lawler et al. (1995) found that Japanese subsidiaries in Thailand provided seniority-based compensation systems coupled with long-term employment, creating job security (Thais believe that Japanese firms are less likely than Western firms, especially American firms, to terminate employees). In terms of fringe benefits' design, Wong and Ko (2009) stated that many benefits were designed to be family-friendly to balance shift workers' family needs due to their erratic job nature. Fening and Chalothorn (2014) found that, if Thai employees perceived that they were paid fairly and compensated well, this sustained employee commitment.

Nonetheless, these efforts do not correspond with employees' expectation of remuneration packages, especially if pay is minimum wage and social-welfare

benefits cover only canteen or subsidised lunches (Chompookum and Brooklyn Derr, 2004). Indeed, overall fringe benefits among Thai corporate organisation tend to be reserved for higher-level managers and executives rather than front-line staff (Lawler et al. 1997). Thai employees may receive year-end bonuses equivalent to one or two month's salary, depending on their hotels' financial performance, and rewards are also often distributed on special traditional occasions.

Although compensation in Thai corporate organisation would generally tend to be higher than in local family business, they do not have the ability to compete with the relatively high remuneration packages offered by MNCs. Therefore, some Thai corporate organisations are increasing the use of job-evaluation systems involving internal equity consideration, based on job requirements, in order to provide a competitive salary structure (Lawler et al., 1992). Several scholars suggest that organisations may offer employees employment security in order to exploit higher levels of employee commitment and compensate for unattractive remuneration packages. However, such protection often falters during periods of political instability (Ananvoranich and Tsang, 2004; Lawler and Atmiyanandana, 2003; Lawler et al., 1997).

In terms of remuneration packages, Siengthai and Bechter (2001) state that chain hotels provide more attractive remuneration packages, compared with local family business, by virtue of size. The small business suffered a financial impact during the Southeast Asian financial crisis in the 1990s and most Thai organisations have suspended or reduced monthly payments and incentives, as well as reducing working hours/days and/or welfare provision (Siengthai and Bechter, 2005). The local small business use many incentives – although these are much less formalised compared with Thai enterprises – in which bonus allocation is based on employees' performance (Lawler et al., 1997). Job evaluations are not typically used in local small business and they offer relatively high employment security in return for lower wages and unattractive benefits (Lawler and Atmiyanandana, 2003).

2.6.4.4. Performance management systems (PM systems)

Performance appraisal is considered one of the most important HR practices (Alonso et al., 2014; Boudreau et al., 2001; Chand and Katou, 2007; Chand and Ranga, 2018). It refers to the evaluation of subordinates' work performances by their immediate supervisors. Studies by Delery and Doty (1996) and Tsui et al. (2013) conceptualised performance appraisal as the degree to which employees' perceived that their employing hotels had conducted formal performance evaluations and feedback systems for the purpose of employees' control and development. The significance of performance appraisal in managing employees cannot be ignored as it is found to be a widely researched issue in terms of employee-behaviour outcomes and in terms of influencing an employee's intention to quit through reduced job satisfaction. Konovsky and Cropanzano (1991) and Hemdi and Nasurdin (2006) reported that perceptions of fair performance appraisal were significantly related to turnover intentions. Furthermore, the study by Raeder et al. (2012), examining the interaction between performance appraisal and performance-based pay, found that integrating practices contributed to positive work outcomes and fulfillment of the psychological contract.

The performance evaluation feedback that an employee receives, whether it is positive or negative, impacts an employee's psychological contract as it is directly related to the terms and conditions of employment. For example, employees who received positive feedback may signal the creation of a relational psychological contract with a belief in long-term employment, while those that received negative feedback may be led to view their relationship with the organisation in transactional terms due to the timeframe may be short (McDermott et al., 2013; Suazo et al., 2009).

Montes and Irving (2008) stated that, generally, PM systems are associated with transactional contracts, as performance-based pay is an extrinsic motivator. As PM systems mainly cover performance feedback and rewards, some scholars provided additional viewpoints that compensation as a performance-based gratification is a form of transactional contract, while

manager feedback tends to assist a relational contract. As a result, it is possible that performance evaluations cover both transactional and socioemotional/relational aspects of psychological contracts (Robinson and Rousseau, 1994; Scheel et al., 2013).

Performance-management (PM) systems in Western firms commonly adopt standardised PM and practices to ensure that these are transparent and that the PM systems are fair (Lawler and Atmiyanandana, 2003; Suazo et al., 2009). The performance appraisal criteria of Thai enterprises is being replaced by more objective criteria, such as service mind-set, problem-solving ability, communication skills and team orientation. These competences are generated through job analysis in order to formalise the operational procedures and form a link with career-path development (Kamoche, 2000). Furthermore, they tend to specify career paths and promotion for good performers and PM systems are used to improve job performance and assist in decision-making about promotions, pay increases, training and development. They are also designed to motivate employees, as well as to provide a basis for dismissal (Vallance, 1999).

Conversely, PM systems in small local company tend to be quite traditional in their purpose and structure because the bias is towards employees' attitudes rather than work-performance indicators (Browell, 2000; Torrington and Tan, 1994). Employees fail to generate new ideas and provide performance-appraisal feedback as managers discourage suggestions because of the dangers of criticising colleagues and managers, resulting in a loss of face and poor working relationships (Kamoche, 2000).

The important distinction between Thai enterprise and MNCs is in regard to performance-based compensation systems (Lawler et al., 1995). International companies tend to emphasise individual incentives and seniority is not a particularly important factor in salary adjustment, whereas Thai hotels (chain and locally owned) focus more on group incentives based on company financial performance but fail to connect this to employees' individual performances (Kessuwan and Muenjohn, 2010).

2.6.4.5. Career Progression

The opportunity for career progression is noted by a number of studies as being important in retaining staff (Khan et al., 2011; Kusluvan et al., 2010; Lian et al., 2017; Safavi and Karatepe, 2018), with Kong et al. (2012) noting the importance of career management and career commitment by both the individual and the organisation. Yang et al. (2012), investigating HR-retention strategies in Taiwan, indicated that hotels generally provided career plans for the benefit of the company and not for the employees. Therefore they suggested that, when the organisation helped employees with career planning, it should focus on the employees' strengths and weaknesses and the line managers could then help the employees to establish a set of personal career goals.

Career development may signal to employees that they are valued and that the organisation is willing to invest in a long-term relationship with them, associated with higher work engagement (Howard and Foster, 1999; Lu et al., 2016; Suazo et al., 2009). Apart from the HR practices mentioned above, the relational contract also covers the employee's involvement and participation in management decision-making as this may signal to employees they may experience more autonomy and also increased interactions with management, supervisors and colleagues (Baumeister and Leary, 1995; Kraimer et al., 2005; Marescaux et al., 2012; Wu and Chen, 2015).

Chain-hotels offer career-progression systems designed with multiple promotion ladders, facilitating moves across other subsidiaries under the same brand (Lawler and Atmiyanandana, 2003). With this opportunity, employees have the chance to deal with difficult guests from various nationalities (Nankervis, 1993). However, Littlejohn and Watson (2004) remark that the majority of employees do not have a good understanding of the career opportunities available in the hospitality industry.

Furthermore, chain-hotels are more able than local hotels to give promises regarding career development because their career-progression systems are designed with multiple promotion ladders facilitating moves across other

subsidiaries under the same brand, while local hotels operate one property (Lawler and Atmiyanandana, 2003). The empirical research of Suksaranruedee and Sucaromana (2013), examining the level of working morale among hospitality employees in Thailand, found that career advancement was still considered the most important factor in building organisational commitment, leading to high work performance. Hotel managers create strategies to support their employees by paying more attention to the scope of work, providing clarification of duties to employees, giving extra responsibility and recognition and providing opportunities for promotion; these all maintain and increase employee morale.

However, Lawler (1996) states that career plans are limited in most Thai enterprises with high positions reserved for family members' careers. Therefore, it may be difficult to get the best talent if potential recruits for managerial and professional positions feel that opportunities for promotion for non-family members are non-existent (Chainuvati and Granrose, 2001; Kamoche, 2000; Lawler et al., 1997). The career-promotion criteria are potentially quite broad and promotion ladders are not clearly defined. There is a heavy reliance on subjective criteria, including personal appearance, personality, ability to get on with managers, attitude towards the company and friendliness for performance appraisal and career promotion (Lawler, 1996).

2.6.4.6. Training and development

HRM measures (training and employee development practices) send particular signals to employees about their value and shape expectations of long-term support and rewards, helping to foster more relational contracts and higher employee engagement. The consistency of HRM messages helps employees to understand what is expected of them and helps to foster relationships of trust with their leaders, thus boosting commitment (Li et al., 2012). Such signals are central to employer branding and the way in which employees experience the employer's brand impacts on their levels of commitment (Bharwani and Butt, 2012; Davidson et al., 2010; Dean, 2012; Jaworski et al., 2018; Johnson et al., 2018; Nyhan, 1999; Rathore, 2017; Young et al., 1998).

High turnover rates and the nature of hotel work reduce the attractiveness of HR systems and retention plans (Yang et al., 2012), yet such conditions also increase the pressure on hotel managers to train their employees and to develop a sense of community (Deery and Shaw, 1997; Huselid and Becker, 1995; McCole, 2013). Additionally, Samuel and Chipunza (2009) stated that training acted as an intrinsic motivation for employees to be retained at the organisation because their desire for employee development and therefore they showed increased commitment and less intention to quit the organisation. In other words, training and the perceived support for training within the sector has a positive impact on organisational commitment and service quality

The training and development of employees is increasingly recognised as an important aspect of the best HRM practices. Training and development are commonly considered to be different forms of human capital investment for individual and organisational improvement (Tannenbaum and Yukl, 1992). An area where training may be used is in the enhancement of job-specific skills. Another area of focus for training is in the correction of deficiencies in job performance and development that may be provided to employees who have abilities which the organisation might need in the future (Gomez-Mejia et al., 2004; Wood and De Menezes, 1998).

Although conventional wisdom states that trained individuals become more marketable and consequently might leave the organisation at the first instance, contemporary studies have demonstrated that training and development affect job attitude and security. For example, studies of employee commitment among hospital administrators, nurses, service workers, clerical workers, scientists and engineers revealed that organisations that were able to fulfil their employees' career aspirations had a marked effect on organisational commitment (Detoro and McCabe, 1997; Marchington and Wilkinson, 1997; Storey and Sisson, 1993). Consistent with this finding, another study which involved a manufacturing plant found that internal mobility and promotion from within, company-sponsored training and development and job security were important influencers of employee commitment (Bassi and Van Buren, 1999). Studies have suggested that training and development programmes need to

meet employee expectations as this reinforces their job satisfaction and their individual commitment to an organisation and to the hospitality profession as a whole (Bassi and Van Buren, 1999; O'Neill and Xiao, 2010; Silva, 2006; Wood, 1999; Yang et al., 2012). While Chew and Chan (2008), examining the effects of training and career development on intentions to stay, found that employees may not necessarily increase their commitment to their organisations as the provision of training and development increased due to the mismatch between training and career development and personal growth.

In support of this viewpoint, several studies have suggested that an employer's ability to provide the relevant and effective training can affect employee commitment (Bassi and Van Buren, 1999; Storey, 1995). Although more extensive training and development opportunities are very important for retaining hotel staff, other strategies need to be considered. For example, Karatepe (2013) argues that, as a motivator, work engagement through training empowerment and rewards will assist in retaining talented employees.

Training and development can convey the employer's future intentions, as is the case of investing in training that helps employees understand what they can expect to give and receive from an organization. Coyle-Shapiro and Kessler (2000) suggested that "training obligations" are neither transactional nor relational, but rather a separate component of a psychological contract; therefore both employees and employers should mutually agree on the contract terms, and their future exchanges expand into actions that are predictable by each party. For example; providing skills developments signals to employees that they are valued and will get long-term or permanent employment; these attributions are likely to create relational psychological contract (McDermott et al., 2013; Suazo et al., 2009). However; Gomez-Mejia et al. (2004) argued that if employee personal development intends to address a skill deficiency, employees may perceive that they are being selected for training and feel embarrassed or "lose face" in Thai culture, rather than considering the opportunity for personal improvement. This may lead to the formation of a transactional psychological contract that is short-term in orientation. Indeed, Suazo et al. (2009) suggested that training and development possibly have

both positive and negative effects on the development of psychological contracts. An organisation should consider the implications of any training program provided on the types of psychological contracts for creating sustainable employee engagement.

In terms of training and development, MNCs are managed differently to local family business. The internationally focused hospitality training programme is considered as an employee-development programme promoting “excellent service” and actively rotating employees through various regional properties in order to expose them to “international service standards” and to ensure that they understand the preferences of their guests. As a result, it is hoped that they will cope with the diversity of the guest market and maximise the guest-satisfaction index (Nankervis, 1993). Many scholars have found that MNCs have specifically systematic and well-planned training and that broad and systematic development typically increases employee skills with an emphasis on quality of work-life, an increase in staff productivity and a reduction in employee turnover (Koch and Mcgrath, 1996; Lawler et al., 1995; Ngo et al., 1998; Swierczek and Onishi, 2003). However, Davidson et al. (2010) have remarked that soft-skills training, (e.g., problem solving and dealing with difficult customers) is limited in the hospitality industry. Finally, the training-needs analysis and cost of training is linked to evaluation and return on investment (Nankervis, 2000). Garavan et al. (2012) also suggest that strong employer brands invest heavily in training and development activities by providing good training opportunities and personnel development with flexible working arrangements.

In Thai establishments a high value is placed on employees, viewing them as central to productivity enhancement and to maintaining service quality, ensuring the consistency and reliability of their services (Nankervis, 2000). Dubey-Villinger (2001) observes that training and development in Thailand has improved since the financial crisis in 1997 and employees are encouraged to upgrade their skills. However, prior to the economic difficulties, expenditure on training and development was drastically cut as it was perceived as a cost with unclear future benefits (Browell, 2000; Lawler et al., 1997; Westwood

et al., 2001). The training and development in Thai enterprises, mostly training courses for managers and professionals, is now much more apparent with a focus on longer-term development, emphasising work-based skill-development activities (Browell, 2000; Esichaikul and Baum, 1998; Pongsiri, 2012).

The local family business, on the other hand, emphasise short-term and unplanned training activities which may not link to the changing environment and business objectives. Here, training for non-family members is also limited by restricted training budgets during periods of recession (Browell, 2000; Laohathanakul, 1999). Training provision for lower-level employees tends to be job-focused on hotel service standards and includes basic services, such as front-office operations (Lawler et al., 1997). Soft-skills training, which impacts on guest satisfaction, is not provided in small LHs in Thailand (Bae et al., 1998; Jain et al., 1998; Kamoche, 2000; Saibang and Schwindt, 1998).

2.6.4.7. Challenging job roles

The hospitality literature has shown that job autonomy can alleviate the level of employees' exhaustion (Jaiswal and Dhar, 2017; Kim et al., 2007). Morrison and Robinson (1997) suggested that employees who had less autonomy over their behaviour should feel more emotive dissonance and be more disengaged from their organisation.

Organisational theorists have suggested that job-enrichment initiatives need to be created for a productive workplace to exist. Individuals who prefer challenging assignments in their careers tend to be high in cognitive abilities (Trank et al., 2002). One way of achieving this is to focus on rapid promotion so that these high achievers can work on more challenging assignments (Frank and Cook, 2010; Kanfer and Heggstad, 1997). In addition, the provision of adequate performance feedback is important for the creation of a productive environment in which employees can achieve their personal and organisational objectives (Furnham, 2002). Parallel to efforts to provide job challenges is career development which enables employees to build a breadth of experience so as to assume leadership roles within the organisation

(Ferguson, 1990). Such an effort starts from job design, where broad career goals are defined, where there are flexible job descriptions and where training and career-development opportunities are provided.

An opportunity to work on challenging assignments has been shown to be positively related to organisational commitment and intention to stay. For example, studies by MacDuffie (1995); Pil and MacDuffie (1996), involving technical workers, have found that employees who are offered challenging, exciting and interesting work tend to be more involved and satisfied and are in turn more committed to their organisation and less likely to leave. One possible reason why employees might hold such attitudes is that career management leads to a fulfilment of the psychological contract (Sturges et al., 2005). This belief is based on the social-exchange theory (Blau, 1964) which states that, as long as an organisation is able to fulfil an employee's expectations of career mentoring and development, the employee will reciprocate by showing greater commitment and lower turnover intention (Chen et al., 2004).

These HR practices influence psychological contracts. For example, explicit obligations are conveyed by HR practices, e.g., formal training and development, talent management or succession planning, where these practices refer to future career opportunities. Conversely, the implicit obligations result from the ways employees interpret and observe their employers' informal practices, e.g., management actions, by creating obligations, promising rewards for certain contributions and fulfilling these commitments by giving appropriate recognition and support (Yukl et al., 2009). In term of psychological contract fulfilment, Sapienza et al. (1997) suggested that these agreements arise both due to the explicit promises from HR and line managers, as well as from the beliefs employees acquire by talking and sharing with their coworkers.

2.7. Conclusion

The tourism industry is central to the Thai economy, yet the industry is not attractive and there are high turnover rates. This brings to the role of HR practices which not only impact the instrumental needs of employees but those that 'massage' and encourage the affective commitment of the employee. Thus, there is a need to understand which HR practices impact the psychological contract of workers both negatively and positively. An attempt to develop an initial understanding of HR issues pertaining to HR retention practices in hospitality industry in Thailand. There is a clear, discernible gap in the research and that is lacking of empirical examination of employees working in five star hotels in Thailand with regard to the difference between employee expectations of HR practices and their perception of HR practices. It highlights those practices that they would like to see in their organisations. The differences in HR retention practices between local, national and international chains hotels of five-star hotels are also considered together with the benefits and drawbacks of standardised and localised HR strategies.

Therefore this study seeks to answer the following research questions;

What are the expectations of HR practices amongst the workforce and how do luxury five star hotels in Thailand retain their employees through these HR practices?

1. What expectations do employees have of the HR practices in local, national and international chains hotels?
2. What are the different HR practices in local, national and international chains hotels?
3. How should managers in five star hotels seek to address any imbalance between expectations of HR practices and actual HR practices?

The next chapter examines the research methods used to address these questions.

Chapter 3

3. Research Methodology

3.1. Introduction:

This chapter first examines the methods used to answer research questions and is divided into two parts; first, research design and methodology, and second, applying a pragmatic approach to the study. The researcher implements the strands into two distinct phases of data collection in the research stage: quantitative followed by qualitative. According to the sequential explanatory mixed methods design, the data from the quantitative approach was collected first and analysed in the initial phase during March and April 2014. This was then followed by the qualitative data collection and analysis, helping to elaborate on the quantitative results obtained in the first phase. These methods – survey and semi-structured interviews are then discussed individually, including details of how each method was implemented in the field. Data analysis and interpretation will then be discussed. The procedures used to protect the ethical integrity of the study are discussed at the end of the chapter.

The following section provides the rationale for applying sequential explanatory mixed methods design in this study.

3.2. Applying a pragmatic approach in this study

3.2.1. Research Design

This thesis examines the different HR practices in place among local, national and international chains hotels including HR practices referred to in the research questions, through mixed methods, sequential explanatory design; this being the primary philosophy of mixed research. Pearce (2012) states that the methodological paradigms or sets of widely accepted beliefs and values about how research should be conducted shift through time; however, the

three commonly assumed are the quantitative or positivist paradigm, qualitative or constructivist paradigm, and the newly-developing pragmatic paradigms.

Pragmatic paradigms that combine deductive and inductive thinking as multiple paradigms can be used to address the research problems. A pragmatic approach is the complementary and constant dialectic between inductive and deductive theoretical development, rather than a reliance on one or the other (Creswell, 2012; Morgan, 2007; Tashakkori and Teddlie, 1998). Johnson et al. (2007) states that mixed methods research is an approach to knowledge (theory and practice) that attempts to consider multiple perspectives. By definition, mixed methods is a procedure for collecting, analysing and integrating both quantitative or objective, and qualitative or subjective data, at some stage of the research process within a single study. This includes rigorous attempts at both subjective and objective frames, in order to gain a better understanding of the research problem (Cameron et al., 2015; Clark and Ivankova, 2015; Creswell, 2012; Creswell, 2014; Creswell and Clark, 2017; Creswell and Creswell, 2017; Johnson et al., 2007; Morgan, 2007; Tashakkori and Teddlie, 2003; Venkatesh et al., 2013).

The question of whether or not quantitative and qualitative methods should be combined has been debated by the scholars of two competing methodological standpoints, characterised as purists and pragmatists (Tashakkori and Teddlie, 1998). Onwuegbuzie and Leech (2005:376-377) state that they believe certain research lends itself more to quantitative approaches, whereas other research questions are more suited to qualitative methods. Although each approach represents very different orientations, the two approaches are treated as being complementary, and pragmatists also advocate integrating methods within a single study (Creswell, 2013; Creswell and Clark, 2007).

The methodological purists tend to focus on their standpoints, and they have cautioned against the use of a mixture of quantitative and qualitative research methods, because these two paradigms are so radically different and cannot be reconciled (McEvoy and Richards, 2006). Pragmatists argue that research should use whatever methods are needed to obtain optimum results, even if

this involves switching between alternative paradigms (Allmark and Machaczek, 2017; Creswell and Clark, 2017; Johnson and Onwuegbuzie, 2004; Tashakkori and Teddlie, 1998). Philosophical pragmatism can provide a philosophical framework for mixed methods research (Teddlie and Tashakkori, 2009) The knowledge is built on pragmatic grounds (Creswell et al., 2003; Maxcy, 2003), asserting truth is *what works*, taking a pragmatic approach that will help improve communication among researchers from different paradigms, as they attempt to advance knowledge (Bowen et al., 2017; Johnson et al., 2007; Maxcy, 2003; Watson, 2010).

Mixed methods research provides strengths that offset the weaknesses of both quantitative and qualitative research (Creswell and Clark, 2007). Quantitative research is weak in understanding context, and the findings are not able to indicate the opinion of participants. However, qualitative research is seen as deficient because of the personal interpretations made by the researcher, and it is difficult to generalise findings to a population because of the limited number of participants studied (Creswell and Creswell, 2017; Morse, 1991; Tashakkori and Teddlie, 2003).

The rationale for a mixed methods approach is that the quantitative data and subsequent analysis provide a general understanding of the research problem, then qualitative data and analysis refine and explain the statistical results by exploring participants' views in more depth (Creswell, 2014; Creswell and Clark, 2007; Creswell and Clark, 2017; Creswell and Creswell, 2017; Creswell et al., 2003; Tashakkori and Teddlie, 1998). In other words, the combination of qualitative and quantitative data provides a more complete picture by noting trends and generalisations, as well as in-depth knowledge of participants' perspectives.

Tashakkori and Teddlie (2003:696-672) define a truly mixed approach methodology as one that incorporates multiple approaches in all stages of research, from problem identification to research questions, data collection, data analysis and final inference in a single study. For example, the data will be collected concurrently or sequentially, and the data is integrated at one or more stages during the research process. Each method has complementary

strengths and overlapping weaknesses (Creswell and Clark, 2017; Creswell et al., 2003; Du Plessis and Majam, 2010; Johnson and Onwuegbuzie, 2004).

There are some implications in using mixed methods designs, as it requires resources to collect and analyse both types of data, and the dual method is harder than selecting only one method, especially as it relies on another method. Brannen (2005) states that there are a number of possible outcomes; corroboration of results is only one method of at least four possibilities (Hammersley, 2002; Morgan, 1998):

- Corroboration: The “same results” are derived from both quantitative and qualitative methods
- Elaboration: The qualitative data analysis exemplifies how the quantitative findings apply in particular cases
- Complementarity: The qualitative and quantitative results differ but together they generate insights
- Contradiction: Where qualitative data and quantitative findings conflict

The aim of this research is to discover the readiness of five-star hotels in Thailand to compete in the forthcoming opening of the market for staff. In order to achieve the research objectives and explore the research question, sequential explanatory mixed methods were used in this study. The quantitative results of the first phase may show no significant differences, and the researcher must decide which quantitative results need to be further explained (Creswell, 2012; Greene and Caracelli, 1997). Therefore, qualitative data analysis exemplifies how the quantitative findings apply in particular cases because mixed methods research uses a method and philosophy that attempt to fit together the insights provided by quantitative and qualitative research into a workable solution (Creswell and Clark, 2017; Creswell and Creswell, 2017; Johnson and Onwuegbuzie, 2004).

This study’s design consisted of two distinct phases: quantitative followed by qualitative (Creswell and Clark, 2017; Creswell and Creswell, 2017). According to the sequential explanatory mixed methods design, the data from the quantitative approach was collected first and analysed in the initial phase

during March and April 2014. This was then followed by the qualitative data collection and analysis, helping to elaborate on the quantitative results obtained in the first phase, as mentioned above (Hammersley, 2002; Morgan, 1998). Although the data from the quantitative approach was collected first and analysed in the initial phase, however; researcher found that qualitative approach was dominant methods in this study. Most of meaningful research findings, data analysis and conclusions were from qualitative approach in order to answer all research questions in this study.

In this study, the pragmatic approach was utilised and was specifically on business problems; therefore, taking a mixed methods approach was most suitable to answering the research question in this study. The aim is that this approach will help the hotel industry to retain their human assets and examine the difference in HR practices between each hotel type, including HR practices referred to in the research questions, in order to provide a potential source of sustainable growth.

3.2.2. Working Quantitatively and Qualitatively in Practice

This example shows how the two data sets were clearly specified in this research design:

Table 3-1 Research design for achieving the research objectives

Sub-Research Questions	Quantitative (Survey)	Qualitative (Semi-Structure Interview)	Phase of Research When Second Method Introduced (Creswell, 2013)
1. What expectations do employees have of the HR practices in local, national and international chain hotels?	Employee based survey (selection based on type of hotels – local, national and international hotels)	An interview study of employees conducted with sub-groups of employees in different types of hotels drawn from the survey.	Sequential explanatory mixed methods research Research design phase: Survey provided extensive data and contextualised interview study; survey provided samples for interview study. Fieldwork phase: Qualitative element added to interview to provide holistic framework for understanding employees' views.
2. What are the different HR practices in place in local and international chain hotels?	800 online and hard copy questionnaires. Respondents were selected using a convenience sampling that	An interview study of 62 employees. Semi-structured interviews were conducted.	

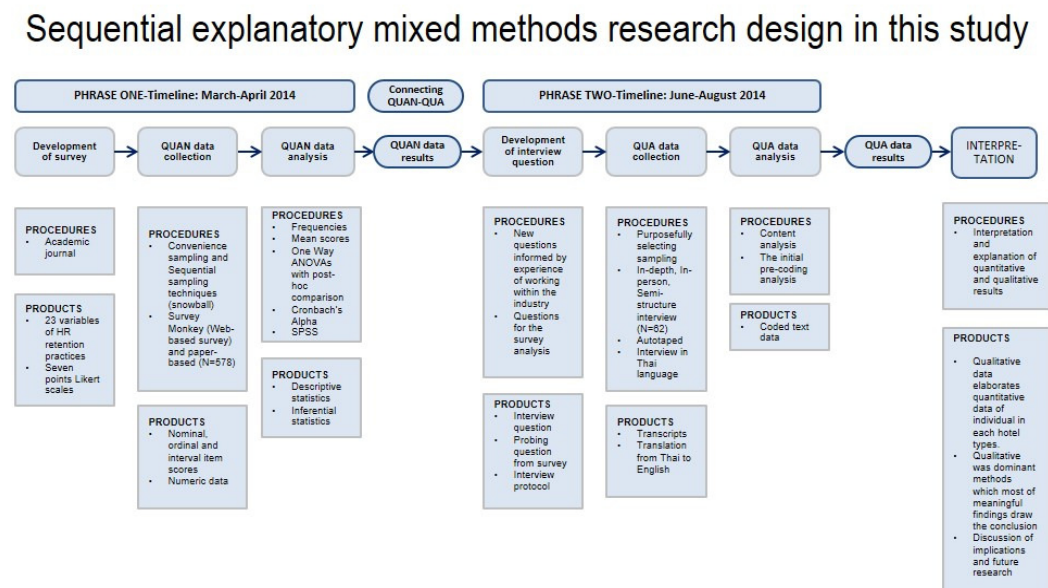
	involved snowball techniques.	Questions and an in-depth interviewing approach.	<p>Data Analysis and Integration phase:</p> <p>The quantitative and qualitative data were typically connected in two phases. The participants were selecting to follow-up analysis, based on the quantitative results.</p> <p>The survey data were analysed and used to create and categories variables that helps to explain the outcome variance from descriptive statistic results. Follow-up interviews were conducted with individuals who were representative of each category.</p> <p>Qualitative data collection was the dominant method and assisted interpretation of the quantitative data (Hammersley, 2002; Morgan, 1998). (Ivankova et al., 2006).</p> <p>Integration phase:</p> <p>For the data integration, the results from both quantitative and qualitative phases were integrated and this then concluded the key findings for the entire study</p> <p>In this way, results from the qualitative data collection and analysis were related to the outcomes from the first quantitative phase and then interview data was transcribed to help to explain why these HR retention practices were expected and experienced by individual employees in each hotel type.</p> <p>Finally, the qualitative findings are used to explain and elaborate the quantitative results.</p>
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“Priority” refers to which approach, quantitative or qualitative (or both). Creswell et al. (2003) state that a researcher gives more weight or attention to said approaches throughout the data collection and analysis process. Johnson

et al. (2007:124) suggest, sequential explanatory mixed methods research is the type of mixed research in which one relies on a quantitative, post positivist view of the research process, while concurrently recognizing that the addition of qualitative data and approaches are likely to benefit most research projects. In order to answer the research question, the quantitative results were seeking elaboration, enhancement, illustration and clarification of the results from qualitative method (Onwuegbuzie and Leech, 2005). Although Ivankova et al. (2006) state that, in sequential explanatory design, priority is typically given to the quantitative approach because survey data collection comes first and the smaller qualitative component follows in the second phase of the research. However, qualitative methods was dominant methods in term of data collection which most of meaningful research findings, data analysis and conclusions were from qualitative approach in order to answer all research questions in this study as mentioned in previous section.

The overviews of the research design in this study are illustrated in the following diagram:

Figure 3-1 Research design



3.2.3. Phrase one: Quantitative study (March-April 2014)

3.2.3.1. *Rationale and data preparation*

Quantitative approaches that incorporate standardised measures and statistical techniques are usually associated with the natural sciences, in order to identify generalisable laws that are based on the identification of a statistical relationship between dependent and independent variables (Fleetwood and Ackroyd, 2004; McEvoy and Richards, 2006).

In order to answer the research question, questionnaires were developed using academic papers (Appendix 2), e.g., factors causing employees to leave in the hospitality industry and factors to build commitment to the organisation and retention practices, which is presented in table 3-2.

Table 3-2 Summary of key research in the area of HR practices questions

Sample variable items ¹	Reference from academic papers
Relationships with Colleagues	He et al. (2011a); Chalkiti and Carson (2009); Zeytinoglu et al. (2013); Yang et al. (2012) and Kusluvan et al.(2010)
Relationships with Management team (Senior managers)	He et al. (2011b); Eisenberger et al. (2002)
Relationships with Line Manager	Yang et al. (2012); Chalkiti and Carson, (2009); Bakan and Buyukbeşe, (2004:35)
Job security	Bakan and Buyukbeşe, (2004:35); Clark, (2005); Rose, (2005); Senol, (2011); Wong and Ko (2009a); Mohsin et al. (2013); Pfeffer (1998)
Work-life balance	Budhwar et al. (2006);Deery,(2008); Deery and Jago,2009;Deery and Jago,(2015); Hofmann and Storkburger-Sauer,(2017);Iles et al.,(2010);Qu and Zhao,(2012);Kodz et al., (2003) and Blomme et al. (2010).CHAN and MAN, (2013); Karatepe, (2012); Wong and Ko, (2009a)
Pay (basic salary, allowances, incentive etc.)	Willis, (2000:20); Fening and Chalothorn (2014); Parker and Wright, (2001); Chew and Chan (2008)

Sample variable items¹	Reference from academic papers
Total remuneration package (i.e. provident fund, medical insurance, annual leave etc.)	Parker and Wright, (2001); Mokaya et al. (2013); Parker and Wall, (1998); Roberts et al., (1999)
Career Progression	Detoro and McCabe, (1997); Marchington and Wilkinson, (1997); Storey and Sisson, (1993); Bharwani and Butt, (2012); Davidson et.al., (2010); Dean, (2012); Jaworski et.al., (2018); Johnson et al., (2018); Nyhan, (1999); Rathorn, (2017); Young et.al., (1998); Yang et al. (2012); Konovsky and Cropanzano (1991) and Hemdi and Nasurdin (2006)
Performance management	Raeder et al. (2012); Alonso et.al., (2014); Boudreau et.al., (2001); Chand and Katou, (2007); Chand and Ranga, (2018)
Training and development	O'Neill and Xiao, (2010); Silva, (2006); Yang et al., (2012); Karatepe, (2013); Bassi and Van Buren, (1999); Wood, (1999); Kim et al., (2007)
Challenging job	Trank et al., (2002); MacDuffie (1995); Pil and MacDuffie (1996)

*** The 11 variables, representing a range of HR practices from academic papers. These variable formulate the survey questions in this table answer the following research questions. What expectations do employees have of HR practices in local, national and international hotel chains? What are the different HR practices in local, national and international hotel chains? This is in order to assess the gap between employee expectations and their experiences of HR practices in luxury five star hotel in Thailand across hotel type.

The core survey items from standard indices reflected the following composite 11 variables, representing a range of HR practices relating to social relations with co-workers and managers, the provision of an attractive package of financial rewards, employee benefits, career perspective, job design, learning opportunities, job security, working conditions, the social status of jobs and the lack of empowerment, and initiatives to improve WLB, as these factors are common to improving employees commitment and retention (Appendix 1).

The survey was then piloted and distributed to 30 hotel employees. As a result of the pilot study. The amendment was made to ensure the validity of all questions. The survey questions were revised as they made participants confused, and there were some challenges to the group answers in each category. Respondents were asked to express, "What are the factors that influence your decision to stay in a job?", this being an open question. The

respondents wrote in their own words, and some answers were unclear when grouping into major categories.

After the piloting phase, a revised questionnaire was developed for this particular study, consisting of two components. The first part of the questionnaire identified the employees' demographic data, such as age, gender, education level, current job position, tenure of current job and annual income. The second component was comprised of seven-point Likert-scale items (Appendix 3).

Respondents were asked to describe how closely these items matched their experiences of organisations' current HR policies and practices and how these items matched their expectation in building organisational commitment on a seven-point Likert scale. HRM practices were measured with a 23-item scale consisting of statements about 11 HRM practices.

3.2.3.2. Measurement and scales development: Seven-Point Likert Scales

Seven-point Likert scales were applied when asking the respondents to express any expected factors building commitment to the organisation. Affective commitment factors were used to measure the level of commitment in the organisation. After specifying the important factors that they expect to build organisation commitment, the responses were indicated on a seven-point Likert scale (from 1= "Not at all important" and "Strongly dissatisfied" to 7 = "Extremely important" and "Strongly satisfied"), in order to better understand the underlying commitment factors that engage them. Sample items included, "Job security" (Pfeffer, 1995), "Management (Senior Manager)" (Whitla et al., 2007), "Relationships with line manager" (Iverson and Deery, 1997) and "Pay and additional benefits" (Deery and Shaw, 1997; Kaye and Jordan-Evans, 2000). The responses were indicated on a seven-point Likert scale, in order to better understand the underlying commitment factors that engaged them.

Furthermore, respondents were asked to indicate how well their organisations have fulfilled each of those promises, and also asked to indicate the extent they satisfied with each statement. Sample items include, “Overall, I am committed/satisfied to this organisation” (Meyer et al., 1993). The responses were indicated on a seven-point Likert scale from (1) = “Strongly dissatisfied” to (7) = “Extremely satisfied”) as shown in table 3-3:

For this measurement as mentioned, the seven-point Likert scales (Appendix 3), indicating scales of satisfaction/importance in each statement were set up as below:

Table 3-3 The Seven Likert Scales

Rating Level	1	2	3	4	5	6	7
Description	Not at All Important	Low Important	Slightly Important	Neutral	Moderately Important	Very Important	Extremely Important
	Strongly Disagree / dissatisfied	Disagree / dissatisfied	Slightly Disagree / dissatisfied	Neutral	Slightly Agree / satisfied	Agree / satisfied	Strongly Agree / satisfied

3.2.3.3. Quantitative: Data collection and procedures

According to the data collection of mixed methods in the first phase, quantitative method, Smyth et al. (2010:1424) states that using online questionnaires or the internet to conduct such sample surveys has potential cost savings and also increases the speed of data collection when compared with other modes. However, some potential respondents do not have internet access and it is considered unethical to approach people by email with a survey request unless they agree to participate in this study (Dillman and Smyth, 2007; Smyth et al., 2010).

In this study, the survey targeted both blue- and white-collars employees working in five-star hotels in Thailand and was undertaken online or, for those who have limited access to a computer, by 800 hard copy questionnaire. The survey had mostly closed questions, i.e., individual respondents were asked to respond to statements on a seven-point Likert-type scale. There were also

some sections where respondents could have interpreted statements in their own way, in order to provide additional explanations, e.g., statistical differences among groups and participants who scored at extreme levels, unexpected results, etc., in order to establish a macro-view of attraction and HR practices. Results from the survey, however, could not provide in-depth analysis, because respondents provided little explanatory insight into their perspectives of retention practices and employees' expectations. However, the results from the survey helped to generalise the overall picture of retention practices under the quantitative approach, in order to achieve the research goals and objectives.

3.2.3.4. Quantitative: Sample population

After the piloting phase, the survey was then distributed to approximately 65 five-star hotels in Thailand, with 22 of these five-star hotels located in Bangkok and registered with the Thai Hotel Association (Appendix 4). Hotels considered in this study were located in the six major tourist destinations in Thailand (Bangkok, Hua Hin, Pattaya, Chiang Mai, Phuket and Koh Samui), which were determined from the Statistical Report for the year 2013 provided by the Tourism Authority of Thailand (Tourism Authority of Thailand, 2013). In order to obtain a probability sample (employees who work for five-star hotels), numbers for the study were determined by a sample size calculator, which identified confidence level at 95%, confidence interval ± 5 and total sample size of approximately 30,000 employees. A minimum recommended sample size of 341 questionnaires was, therefore, obtained for employee surveys, excluding HR managers, in order to avoid coercion as Thai organisations tend to be hierarchical. McEvoy and Richards (2006) state that the sampling techniques are designed to eliminate potential sources of bias and generalisations are made from the sample to a wider population. Respondents were selected using a convenience sampling that involved snowball techniques (Teddle and Yu, 2007). As noted above, convenience sampling involves drawing samples that are both easily accessible and willing to participate in this study that two types of convenience samples are captive samples and volunteer samples (Tashakkori and Teddlie, 2003). Balnaves and Caputi (2001) state that the snowball sampling technique (largely through

word of mouth) relies on the researcher's knowledge of the situation, and this technique is used to identify participants in the questionnaire of employees in this study. To elaborate on the use of the snowball sampling technique in this study, the respondents working in five-star hotels were asked to forward the survey link to their colleagues and/or their network who work in five-star hotels and who were willing to participate in this study (Bryman and Bell, 2015). Then, self-completion questionnaires were used and distributed to hotel employees and their colleagues, either through a web-based survey (Survey Monkey website) or via hard-copy questionnaires with telephone follow-ups. Respondents could read and respond to the information at their own pace, in order to understand the questions.

In this study, the participants were categorised in two different groups; blue collar (guest-facing employees) and white collar (non-guest-facing employees). To elaborate the differences between blue- and white-collar hotel jobs: the term "blue-collar employees" refers to hotel workers who provide services directly to customers in front-line positions, determined as housekeeping, kitchen, food and beverage, bar, laundry, front office, cleaning service, technical service and security workers; on the other hand, the term "white-collar employees" indicates hotel workers who provide services to customers indirectly, determined as administrative office workers, i.e. accounting, human resources, purchasing and data-processing workers (Civildag, 2014).

To approach potential participants, generally staff both blue and white collar hotel workers, new email lists were used for the survey, separate and distinct from email lists used for employment purposes. These were compiled through responses to notices placed on staff notice boards if the number of respondents from snowball techniques was insufficient to analyse data. Two solutions were proactively used to deal with the possibility of insufficient data collection. First, employees were approached through email and mail to ask if they agreed to participate in the survey, with full confidentiality promised. The link to the online questionnaire was sent via their personal email with a covering note in the email to each potential participant. Alternatively, a hard

copy with a covering note was posted to an individual participant's home address in the case of limited internet access for online surveys. The questionnaire was first sent out to employees who work in five-star hotels, and those participants also contacted people they know, instead of launching surveys via general or operational managers. This was to prevent potential bias in findings due to self-completion, and/or distributing surveys to their team members, as mentioned earlier. Second, HR managers were invited to participate in this study and were informed of the research objectives. HR managers helped to distribute the online questionnaire link and/or hard copy to various participant departments and those participants sent back the completion survey by post.

The last section of the survey allowed the participants to leave their contact details if they agreed to be contacted for follow-up questions, or if they were willing to discuss further on this topic and participated in the interview sessions.

3.2.3.5. Demographic Characteristics and profile of respondents

The sample population used in this study focused on employees both blue and white collars who work in five-star hotels in Thailand, based on categorised biographical data. After the distribution of 800 surveys, 650 surveys were received in online or hard copy form, yielding a response rate of 81.25%. After excluding surveys with missing data and unqualifying samples, (e.g., respondents from three-four star hotels), a total of 578 valid surveys were used, a response rate of 72.25%, more than the sample size of 341 respondents. The distribution was by type of hotel (local, national and international chains hotels).

Five hundred and seventy eight (578 respondents) valid responses were received in mid-June 2014 and seventy two surveys were uncompleted, a response rate of 72.25% (578 out of 800 surveys). A summary of the demographic profiles of respondents is presented in Table 3-4:

Table 3-4 Demographic Characteristics (N=578)

		Hotel Types				Total Respondents N = 578
		NCHs N=214	ICHs N=132	LHs N=111	Unidentified hotel types N=121	
Gender	Male	87	52	52	39	230
	Female	127	80	59	82	348
Age	< 26 y	34	16	24	17	91
	26-30 y	51	42	34	24	151
	31-35 y	59	37	26	38	160
	36-40 y	30	27	13	25	95
	41-45 y	14	2	8	12	36
	46-50 y	15	5	5	2	27
	> 50 y	11	3	1	3	18
Years employed / Length of service	< 1 y	99	85	55	68	307
	1 - 5 y	40	16	12	24	92
	6 - 10 y	49	20	39	21	129
	> 10 y	26	11	5	8	50
Employment status	Full-time	206	128	108	118	560
	Part-time	8	4	3	3	18
Education	Diploma	47	26	41	28	142
	Bachelor	151	96	67	78	392
	Master	16	10	3	15	44
Job Level	Operative staff level	70	28	29	49	176
	Operative Professional level	46	55	58	19	178
	Supervisor	30	20	8	10	68
	Line Manager	37	24	10	25	96
	Director	31	5	6	18	60
Annual Income	Less than 3,600 GBP	41	32	48	23	144
	GBP 3,601 - 9,090	120	64	41	60	285
	GBP 9,091 - 13,630	23	21	10	18	72
	GBP 13,631- 18,180	11	9	4	6	30
	GBP 18,181 - 27,270	11	2	8	8	29
	GBP 27,271 - 36,360	3	2	0	3	8
	More than GBP 36,360	5	2	0	3	10

*** Total respondents 650, valid survey 578 respondents and incomplete and invalid 72 respondents

According to the respondents' profiles (Table 3-4), 560 or 97% of total respondents were in full-time employment, whereas 18 or 3% respondents worked part-time. Male and female constituted 40% (230 respondents) and 60% (348 respondents), respectively. For profiles by age, respondents under 26 made up 16% (91 respondents) of the sample, 26% (151 respondents)

aged 26-30, 28% (160 respondents) aged 31-35, 16% (95 respondents) aged 36-40 and 14% (81 respondents) of respondents were aged 41 or above. The respondents also represented various levels of academic attainment, with 25% (142 respondents) having completed a diploma degree, 68% (392 respondents) a bachelor's degree and 8% (44 respondents) a master's degree. More than half of the respondents (53% or 307 respondents) had worked in their respective hotels for less than 1 year, followed by 16% (92 respondents) who had worked for 1-5 year, 22% (129 respondents) with 6-10 years' service and 9% (50 respondents) with over 10 years' service. In terms of employment level, a majority (422 respondents) 73% of respondents (were frontline and operational employees, while 27% or 156 respondents held a position of manager or above. According to their job grading, more than half of the respondents, 61% or 354 respondents, were at operative staff level, 12 % (68 respondents) in supervisor level, and, finally, 17% (96 respondents) and 10% (60 respondents) in manager and top management level respectively. With respect to their personal annual income, 25% (144 respondents) earned less than £3,600, 49% (285 respondents) £3,601- £9,090 and 26% (149 respondents) more than £9,090 per year.

3.2.3.6. Quantitative Statistic data analysis

The researcher started to collect research data after having received written ethical approval from the University of Bradford Ethics Committee on 4th April 2014. The decision was influenced by the purpose of the study, to identify and explain employee HR practices in five-star hotels in Thailand. The first, quantitative phase of the study focused primarily on revealing the HR practices expected by the employees and the different HR practices in each hotel type.

In the first phase, quantitative data analysis, data was analysed based on the type of questions, using an appropriate statistical test by the SPSS program to address the research questions or hypotheses in which both descriptive and inferential methods are applied (Bryman, 2007). The data analysis employed only two statistical techniques, descriptive statistics and inferential statistics with one-way ANOVA. Descriptive statistics were used to analyse the quantitative results, prior to one-way ANOVA significance tests being

conducted in SPSS to identify significant differences in means based on each variable factor.

According to descriptive analysis, the respondents' profiles on demographic variables (gender, age, job position, department, and years of employment, annual income) were also identified by frequency and mean, in order to understand the respondents' background for analysing stage. In addition, the survey data was also calculated using the summed mean scores in each controllable factor, e.g., relationship with colleagues and managers, job security, WLB, pay and remuneration etc. To limit the number of the participants eligible for consideration as prototypical representatives of their respective groups, the standard error of mean was used to establish the lower and upper boundaries for scores clustered around each group mean (Bryman, 2007). Cross-tabulation procedure in SPSS was used to identify participants from each group of hotel types with mean scores. The respondents' profiles on demographic variables were also identified by frequency and mean, in order to understand the respondents' background for the analysis stage.

Then, each of the HR retention variable factors was subjected to a series of ANOVA tests concerning any group differences in employees' working practices, differences in hotel types in each HR retention variable and differences in employees' relationships with colleagues and managers, in their pay and remuneration packages, their career development, employee development, challenging job roles etc. Among hotel-type variables, national chain hotels displayed larger mean differences than other variables in each HR retention factor. The significance levels were assessed at 95 per cent ($p \leq 0.05$) and 99 per cent ($p \leq 0.01$) thresholds (Bryman, 2007). The null hypothesis was that there was no difference for the variable being tested (i.e. pay) and no difference in the level of importance attached to each questionnaire statement. In addition, the Bonferroni post hoc test was carried out on significant ANOVA scores to give a more detailed indication of where the variances in mean were most significant. Open-ended question responses have been pre-coded and are supplemented in the findings with qualitative questionnaire statements where appropriate. The findings are discussed in

terms of employees' experiences and their expectations of organisations' current policies and HR practices.

Finally, the researcher analyse the survey data, create a categorises variable that helps explain the outcome variance from One-way ANOVA results, and conduct follow-up interviews with individuals who were representative of each categories. For example, on the basis of results from the survey data, pay and remuneration package were rated 'disagree' according to seven-point Likert scales. The researcher could then interview a participant (e.g. why would you disagree with pay and remuneration package offered by your organisation).

For inferential methods, the reliability test of each multiple-item measure was estimated using Cronbach's alpha to assess the degree of internal consistency. In other words, a reliability test for independent variables examined the stability and consistency of the instruments. Cronbach's Alpha coefficients are a well-accepted reliability test tool applied in social research (Sekaran, 2003) and were computed to investigate the consistency and reliability of each item. In order to measure the reliability of the employees' questionnaire, data was calculated by the SPSS reliability test using coefficient alpha based on standardised items (23 items).

Table 3-5 Cronbach's Alpha Reliability statistics (23 items, N=578)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	Number of Items
0.955	0.955	23

The sample items (Appendix 2) and results regarding reliability statistics with 23 items (Cronbach's α) indicated that the reliability value obtained for the scale was 0.955, as shown in Table 3-6, which is considered to be excellent (Cronbach, 1946. According to the concept of Cronbach's Alpha reliability, the closer Cronbach's Alpha is to 1.0, the higher the internal consistency reliability. Specially, values between 0.70 - 0.90 can be regarded as satisfactory (Nunnally, 1994).

The next stage was the qualitative phase, which was carried out by conducting interview sessions necessary to provide a complete picture of key findings. This design is especially useful when unexpected results arise only from quantitative findings (Morse, 1991). In this study, priority was given to quantitative data collection. The decision was influenced by the purpose of the study, in order to identify and explain employee HR practices in five-star hotels in Thailand.

3.2.4. Phrase two: Qualitative study

3.2.4.1. Rationale and data preparation

The rationale for conducting interviews was to explore and interpret the statistical results obtained in the first quantitative phase. To enhance the depth of quantitative analysis, the interview sessions were conducted with potential interviewees, which implied extensive data collection from different sources (Creswell, 2012; Ivankova et al., 2006). In general, qualitative approaches take an inductive approach to data analysis, in that the data is examined without preconceptions as to existing theory or pre-determined categories (Borrego et al., 2009). Ivankova et al. (2006) states that an interview process is an exploration of a bounded system on a case over time through detailed, in-depth data collection, involving multiple sources of information, and is rich in context.

Finally, the qualitative data collection and analysis were related to the outcomes from the first quantitative phase, and then interview data was transcribed to help explain why these HR practices are expected by employees. Statistical results also provided a general understanding of which factors are important to retain staff who work in five-star hotels.

As mentioned earlier, pragmatists argue that the choice of methods should be dictated by the nature of the research problem, with the most effective approach used being a combination of quantitative and qualitative methods or

techniques (McEvoy and Richards, 2006; Sayer, 2004). According to the strength of quantitative methods, this is used to develop reliable descriptions and provide accurate comparisons, whereas the key strength of qualitative methods, from a pragmatists' perspective, is that they are open-ended. As a result, qualitative methods can help to illuminate complex concepts and relationships that are unlikely to be captured by predetermined response categories or standardised quantitative measures (McEvoy and Richards, 2006).

3.2.4.2. Qualitative: Data collection and procedures

Qualitative approaches based on non-numerical narratives (Creswell, 2012) and qualitative research methods are based on the interaction between the researcher, and the participants in the study are seen as an integral part of the research process (Philipfll, 1998). This study intentionally selected participants from the provided contact details on the questionnaires, because they agreed and were able to provide an understanding of the research problem and central phenomenon or key concept being explored in this study (Creswell and Clark, 2007).

Once the final sample was systematically generated, interviews were scheduled with those hotel employees who stated on their informed consent forms that they were receptive to interviewing. The qualitative data consisted of open-ended interviewing, observation and analysis of responses to open-ended items on survey questionnaires. The purpose of the interviews was to determine what participants expect of existing HR practices, the perceptions of existing HR practices, according to their answer in the questionnaires. During the interview sessions, participants were observed while they worked, and in their working environment, including capturing non-verbal communication expressed by participants for data analysis.

The potential participants in qualitative phrase will be discussed in the following section.

3.2.4.3. Qualitative: Sample population

The study connected both phases during the intermediate stage in the research process, purposefully selecting 62 potential participants both blue and white collars workers were interviewed (Appendix 5) for the qualitative stage from those who responded to the survey in the first quantitative phase and who were willing to participant in the interview session, including providing contact details.

In order to provide richness and depth of findings in the first phase (Creswell, 2013), multiple sources for collecting the data were used. In-depth, one-to-one, semi-structured interviews with 62 participants were conducted both blue and white collars workers, all in Thai language; the reflection notes on each participant were recorded immediately after the interview. In addition, each of the interviews were audiotaped and transcribed verbatim, including translation into English. Although rich descriptions with the use of quotes of participants are considered to contribute to trustworthiness in qualitative research, translating the quotes to another language might enlarge the problem because the translation is literally not the participants' own words (Van Nes et al., 2010); therefore, translations in this study were also undertaken with the support of professional translators, and special attention was needed when metaphors are translated, whether in quotes or in the findings.

The interview questions were selected from the survey-data analysis. First, the respondents were asked to indicate their levels of commitment with their organisation. This was then followed up in the analysis by interviewing participants to provide reasons for why this factor was important to them. The selected participants were then categorised by hotel type, as shown in Table 3-5. Second, participants were asked probing questions related to the various levels of rating based on seven Likert scales from the survey data analysis. In other words, one combination of research methods predominates in this data set – that is one in which data are collected by questionnaire on the quantitative side along with semi-structured interviews on the qualitative side (Bryman, 2006).

Table 3-6 Potential Participants Categorised Based on Type of Hotel

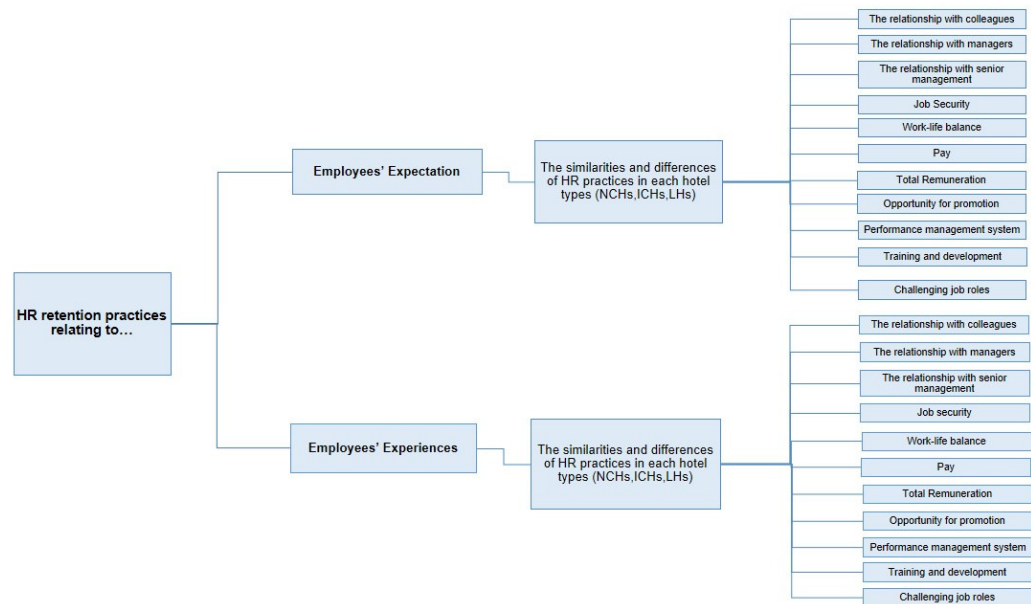
Participants who are willing to participate interview sessions	ICHs	NCHs	LHs	Grand Total participants
No. of participants in each hotel types	10	47	5	62

3.2.4.4. Qualitative Interview Data Analysis

For the data analysis procedures in the second phase, qualitative content analysis is a dynamic form of analysis of verbal and visual data that is oriented towards summarising the informational contents of the data (Morgan, 1998). In this study, qualitative data analysis begins with a complete set of collected data in the form of transcripts of semi-structured interviews. The interview transcriptions were organised by open coding and by creating categories, grouping codes under higher order headings and formulating a general description of the research topic through generating categories and subcategories related to the evaluation research objective and existing HR theoretical themes.

The intended outcome of the process is to create a small number of summary categories based on HR practices in quantitative survey data collection which in the researcher's view captures the key aspects of the themes identified in the raw data and which are assessed as being the most important themes given the evaluation objectives. A coding process contained two stages: open coding (free-node) and axial coding (Gibbs, 2008). A line-by-line coding approach of the free node was performed in NVivo, then all codes were defined and described. For axial coding, codes were categorised in each HR practices and hotel types, and then constructed into a code hierarchy. The inductive coding finishes up with many major themes (e.g. Pay, WLB, career progression, training and development etc.). Figure 3.2 displays the code hierarchy for axial coding.

Figure 3-2 A code hierarchy



3.3. Ethics and Confidentiality

Participants in interviews signed a written consent form before participating (Appendix 6). This information was sent to them when they were invited to participate, and before the interview started they were assured that they were free to turn down the request to participate, and that total confidentiality was guaranteed; there was a two-stage consent form for the interview stage of the study. The first stage was when people were invited to participate, and secondly before the interview began, when their right to withdraw was explained to them verbally, they had time to read the consent form and ask questions before deciding whether or not to continue. All participants in the interviews were also asked if they wished to see a copy of the interview transcript to approve it before it was used in the study.

3.4. Limitations of methodology

Although the study adds value to our understanding of the differences between employee expectations of retention practices and their actual experience of such practice in five-star hotels in Thailand, several limitations of the

methodology must be acknowledged. First, the results may only apply to the current situation and context of the hotel industry in Thailand, i.e. the political and economic situation. Second, the results may not represent the whole sample population as convenient sampling. Also, they might not represent all 68 five-star hotels in Thailand that are registered with the Thai Hotel Association, but only the hotels that volunteered to participate in this research. Third, the data-collection period fell during the lean season of the hotel industry (May-July 2014) and therefore the respondents' bias should be accounted for, i.e. job and responsibilities, work-life balance, performance management etc. Fourth, only five out of fifteen local five-star hotels agreed to participate in the survey; therefore, the sample size of LHs was smaller than that of chain-hotels and the number was fewer than had been hoped for. Furthermore, there was some challenge in asking HR managers in local hotels to support the project and to assist in distributing the survey. They were reluctant to offer support and provided the reason that they were busy with day-to-day operations and this was considered an additional assignment for them to undertake. As a result, the exploration of LH participants' views in greater depth was limited compared with chain-hotel participants.

Fifth, in order to access as many hotels as possible, it was necessary to work through a series of gatekeepers. In a few cases, HR managers and operational managers were responsible for the distribution and collection of surveys. While the surveys were returned in envelopes, this might have influenced the nature of responses. The responses may not have been honest and may have resulted in the interview data contradicting the survey results. For example, some participants may have been worried that their survey answers/opinions were not treated as confidential and therefore they may have rated all questions at the same level of satisfaction (central tendency rating). This would have been because they were worried that their answers might impact their job security if their comments tended to be negative. The perceptual nature of the data, while important, should also be corroborated with a better understanding of senior managers' expectations and their views of HR practices and systems.

The next chapter data focuses on analysing and discussing the thesis findings. Two comprehensive sections are allocated to analysing and discussing the quantitative data as well as the qualitative interviews findings, such as the similarities and differences of employees' perspectives of each HR practices and employees' expectations in local, national chain and international chain hotel types.

Chapter 4

4. Findings

4.1. Introduction:

This chapter examines the data in order to address the first and second sub question of the study, **“What expectations do employees have of the HR practices in local, national and international chains hotels?”** and **“What are the different HR practices in local, national and international chain hotels?”** An overview of the structure of the chapter is now given.

This chapter presents both the quantitative and qualitative research findings, starting with the overviews of each of the factors perceived as the most important to the least important of employee expectations. In term of employee experiences, overall employees' satisfaction is examined. These experiences are then broken down of each practices in each hotel type. The chapter then examines the gaps between employee expectations of HR practice and existing practice.

The data is presented using descriptive statistics (arbitrary level and descriptive mean ratings) to identify the level of importance for each factor that employees expect to build organisation commitment within their organisation and to identify the level of satisfaction for each factor that builds organisation commitment. The findings are then presented using one-way ANOVA to examine how the expectations of retention practices differ between in local, national and international five star hotels (Appendix 7).

In addition, this chapter also examines the gaps between employees' expectation and experiences of those practices within the aforementioned groups in order to understand and get additional interview data to support the quantitative results obtained in the first phase of data collection.

In this study, the quantitative findings are complemented by qualitative data, which seeks to understand the employee rationale behind their perceptions on

what retention practices they already experience with their respective organisations.

4.2. Findings: Quantitative results

4.2.1. Finding on employees' expectation have of the HR practices in each hotel type

The respondents were asked to indicate their expectations in regards to each HR retention practice that helps to build organisation commitment within their respective organisation. This section discusses five-star hotel employees' perceptions on what retention practices are expected by employees to build commitment to their respective organisation, as shown in summary table 4-1.

Table 4-1 Descriptive Statistics: mean rating of employees' expectation have of the HR practices in building their (personal) commitment to the organisation

Practices	All hotels Respondents (N=578)		NCHs (N=214)		ICHs (N=132)		LHs (N=111)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Relationships with colleagues	6.23 ^a	1.092	6.36 ^a	0.928	6.21 ^a	1.223	5.94 ^a	1.193
Relationships with management team	6.17	1.210	6.33	1.046	6.17	1.273	5.80	1.374
Job security	6.11	1.199	6.16	1.110	6.17	1.360	5.78	1.268
Relationships with Line managers	6.08	1.169	6.26	0.990	6.09	1.263	5.70	1.318
Work-life balance	6.01	1.216	6.06	1.075	6.07	1.273	5.65	1.418
Pay	6.01	1.196	6.03	1.098	5.99	1.368	5.68	1.265
Total Remuneration package	6.01	1.149	6.07	1.033	5.95	1.347	5.73	1.190
Career Progression	5.88	1.229	5.97	1.150	5.91	1.269	5.39	1.343
Performance Management Systems	5.82	1.259	5.87	1.159	5.92	1.379	5.37	1.279
Training and development	5.79	1.146	5.88	1.101	5.78	1.225	5.45	1.227
Challenging job roles	5.60 ^b	1.180	5.74 ^b	1.178	5.52 ^b	1.257	5.19 ^b	1.124

^a The highest mean among all practices ^b The lowest mean among all practices

*Arbitrary level is calculated from formula; Arbitrary range $(0.857) = \frac{(Max - Min)}{7}$ (1.00 – 1.86) "Not at all important", (1.87-2.72) "Low importance", (2.73-3.60) "Slightly important", (3.60-4.46) "Neutral", (4.47-5.33) "Moderate important", (5.34-6.19) "Very important" and (6.20-7.00) "Extremely important"

** The survey question asked respondents to "How important is each of the following practices you expect in building your (personal) commitment to the organisation?"

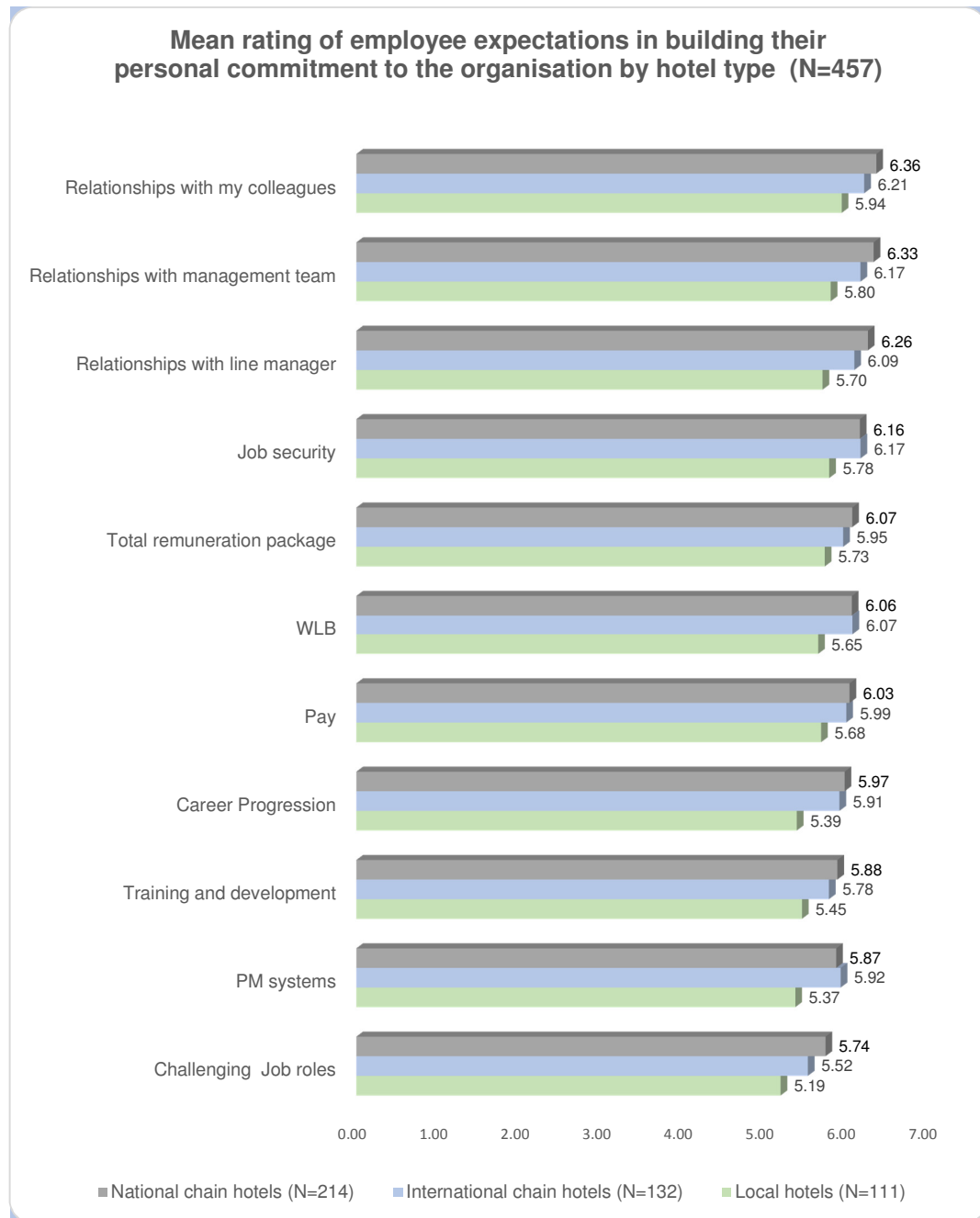
***This table answers s research question on 1st sub question; to examine the different HR practices between hotel types and evaluate the importance level of HR practices on employees' expectations.

According to quantitative data, the results present the mean ratings regarding employees' expectations for each retention practice driving organisation commitment in different hotel types by ordering from highest to lowest mean, starting with NCHs, followed by ICHs and LHs. Figure 4-1 shows the mean ratings of employee expectations have of the retention practices in building

their personal commitment to the organisation by each hotel type. Overall, irrespective of hotel type, the hotel employees expected “Good relationship with colleagues” as it received the highest mean and both chains hotels employees perceived that this factor is extremely important, while LHs felt it was very important for retention of employees with their organisations, followed by good management team, which was also considered as a high retention factor. Job security was rated as a very important factor in each category, but was more prevalent among the chain hotels (Mean 6.16 and 6.17 respectively). Good relationship with operational manager was perceived as extremely important, based on the perceptions of NCHs’ employees, however; ICHs (Mean 6.09) perceived this as a very important factor and LHs (Mean 5.70) perceived it as moderately important for building organisation commitment. This was followed by good WLB among the chain hotels (Mean 6.06 and 6.07 respectively), whereas LHs (Mean 5.65), perceived this as an important factor due to hotel operations requiring 24 hours of shifts.

NCHs also placed more emphasis on a remuneration package than they do good pay alone (Mean 6.07 and 6.03). On the other hand, both ICHs and LHs employees place more emphasis on good pay than they do good remuneration; however, the mean rating between pay alone and remuneration package showed only slightly differences, suggesting the importance of a reward bundle. The practices more closely associated with a formalised HR system ranked lower in the hierarchy of employee expectations across each of the hotel types. For other HR practices, the NCHs employees were more concerned with opportunities for promotion (Mean 5.97) than training development and PM systems (Mean 5.88, 5.87 respectively). Interestingly, the ICHs were more concerned with good opportunities for promotion (Mean 5.91) than their NCHs (Mean 5.88), suggesting that employees in ICHs will have a greater possibility to develop their international careers, which is at odds with the low ranking of challenging work (Mean 5.52) and training and development support (Mean 5.78). For LHs, they were more concerned with training and development (Mean 5.45) than opportunities for promotion (Mean 5.39) and a good PM systems (Mean 5.37). It appears that LHs were also less concerned about challenging job roles (Mean 5.19).

Figure 4-1 The comparison descriptive statistic-Mean rating of each retention factor that employees expect in building their (personal) commitment to the organisation



*Arbitrary level is calculated from formula; Arbitrary range $(0.857) = \frac{(Max - Min)}{7}$ (1.00 – 1.86) "Not at all important", (1.87-2.72) "Low importance", (2.73-3.60) "Slightly important", (3.60-4.46) "Neutral", (4.47-5.33) "Moderate importance", (5.34-6.19) "Very important" and (6.20-7.00) "Extremely important"
 **N= 457; the NCHs N=214, ICHs, N=132, LHs N=111 and unidentified hotel types N=121(from 578)
 *** The survey question asked respondents to "How important is each of the following practices you expect in building your (personal) commitment to the organisation?"
 ****This graph answers s research question on 1st sub question; What expectations do employees have of the HR practices in local, national and international chains hotels?

Finally, the one-way ANOVA indicates there is significant difference between chains hotels and LHs in all retention practices, except total remuneration

package. The one-way ANOVA indicates there is significant difference between NCHs and LHs, however there is no significant difference between ICHs and other two hotels types as provided by the summary table (Appendix 7).

In the next section, the quantitative qualitative data indicates employees' experiences of each practices in each hotel type. The results present the mean ratings regarding employees' perceptions on each existing retention practice driving overall job satisfaction in their organisation in the aforementioned hotel types.

4.2.2. Findings on employees' experiences and existing HR practices in each hotel type

The respondents were asked to indicate their experiences and how satisfied they are with the existing retention practices in each retention factor, engaging them within their respective organisations in local, national and international chain hotels. Table 4-2 provides the overview of the mean rating in each retention factors, categorised by hotel type:

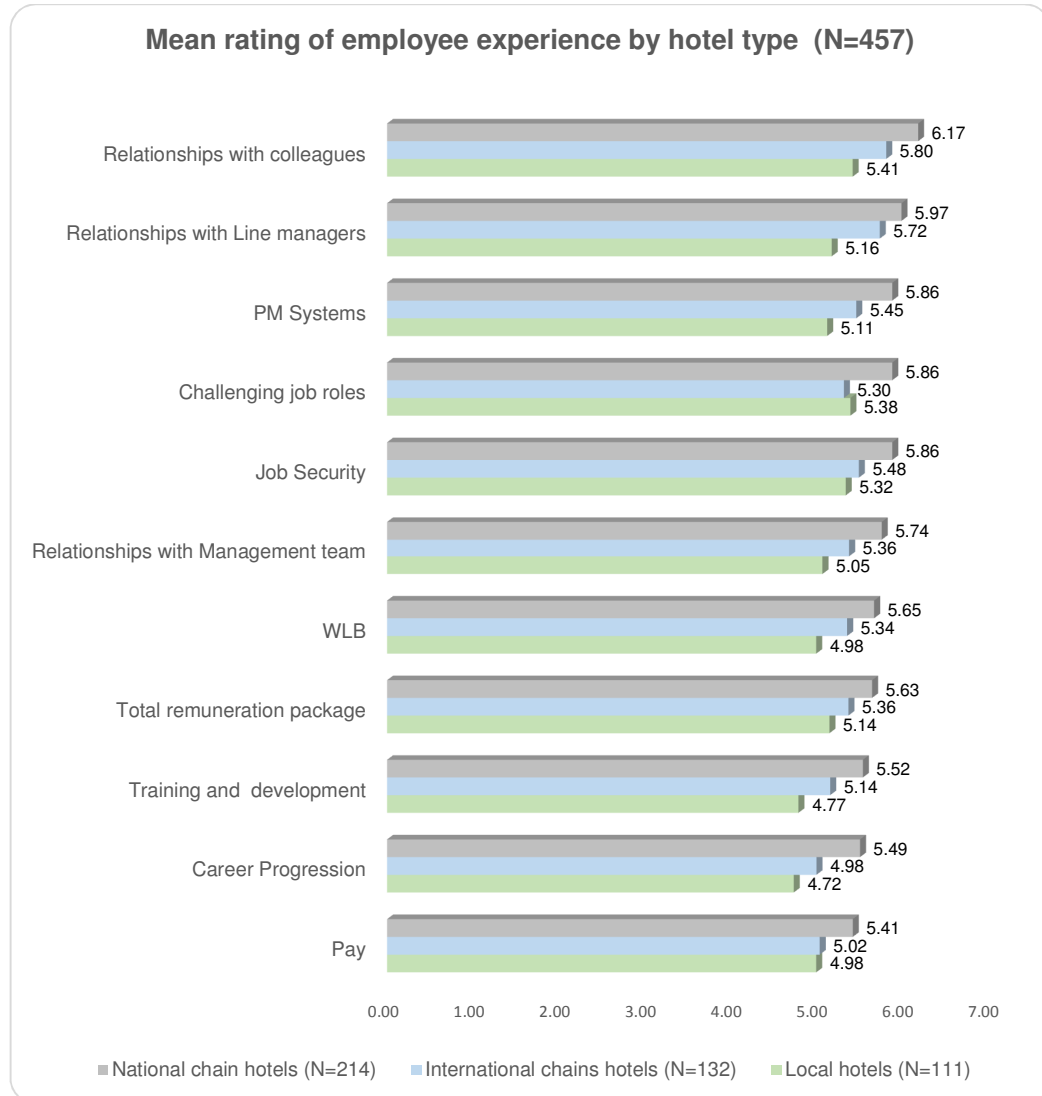
Table 4-2 Mean rating of employees' experience on each existing retention practices

Practices	All hotels Respondents (N=578)		NCHs (N=214)		ICHs (N=132)		LHs (N=111)	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Relationships with colleagues	5.90 ^a	1.1788	6.17 ^a	1.002	5.80 ^a	1.346	5.41 ^a	1.253
Relationships with line managers	5.73	1.3396	5.97	1.190	5.72	1.421	5.16	1.424
Job Security	5.59	1.0870	5.86	1.120	5.48	1.339	5.32	1.177
Challenging job roles	5.61	1.2609	5.86	1.107	5.30	1.563	5.38	1.176
Performance Management Systems	5.55	1.1884	5.86	1.005	5.45	1.432	5.11	1.017
Relationships with Management team	5.45	1.3040	5.74	1.177	5.36	1.453	5.05	1.174
Total remuneration package	5.39	1.3820	5.63	1.206	5.36	1.404	5.14	1.372
Work-Life Balance (WLB)	5.38	1.3062	5.65	1.143	5.34	1.456	4.98	1.144
Training and development	5.25	1.4259	5.52	1.221	5.14	1.568	4.77	1.298
Career Progression	5.19	1.2879	5.49	1.407	4.98 ^b	1.634	4.72 ^b	1.396
Pay	5.18 ^b	1.2891	5.41 ^b	1.352	5.02	1.511	4.98	1.136

^a The highest mean among all practices ^b The lowest mean among all practices

*Arbitrary level is calculated from formula; Arbitrary range $(0.857) = \frac{(Max - Min)}{7} (1.00 - 1.86)$ "Strongly dissatisfaction", (1.87-2.72) "Dissatisfaction", (2.73-3.60) "somewhat dissatisfaction", (3.60-4.46) "Neither dissatisfaction or satisfaction", (4.47-5.33) "somewhat satisfaction", (5.34-6.19) "satisfaction" and (6.20-7.00) "very satisfaction"
 ** The survey question ask respondents to indicate "How satisfied are you with the current experiences of each of following practices?"
 ***This table answers research question on 2nd sub question; to examine the difference HR practices between hotel types and evaluate the satisfaction level of existing HR practices on employees' experiences.

Figure 4-2 The comparison mean rating of employees' experience on each existing retention practices



*Arbitrary level is calculated from formula; Arbitrary range $(0.857) = \frac{(Max - Min)}{7} (1.00 - 1.86)$ "Strongly dissatisfaction", (1.87-2.72) "Dissatisfaction", (2.73-3.60) "somewhat dissatisfaction", (3.60-4.46) "Neither dissatisfaction or satisfaction", (4.47-5.33) "somewhat satisfaction", (5.34-6.19) "satisfaction" and (6.20-7.00) "very satisfaction"
 ** The survey question ask respondents to indicate "How satisfied are you with the current experiences of each of following HR practices?"
 *** This graph answers research question on 2nd research questions; What are the different HR practices in place in local, national and international chains hotels, evaluating employees' perceptions of these existing practices

Figure 4-2 shows the comparison of mean ratings of employee experience of the retention practices by hotel types. NCHs received the highest mean rating in overall job satisfaction and all retention practices. The relationship with colleagues was rated as the most important factor in each category, followed

by the relationship with operational managers, based on the perception of chain hotels, whereas job scopes and responsibilities received the second ranking satisfaction from LH employees. The findings indicate that NCHs and ICHs were satisfied with their management team (Mean 5.74 and 5.36, respectively) whereas NCH employees' experiences differed; they were somewhat satisfied, with mean rating 5.05. Both chain hotels were satisfied with job security (Mean 5.86 and 5.48, respectively) and PM systems (Mean 5.86 and 5.45, respectively), while LH employees were somewhat satisfied by these practices. However; LHs, on the other hand, place more satisfaction on job scopes and responsibilities (Mean 5.38) than other retention practices. For ICH employees, they were somewhat satisfied with their job scopes and responsibilities. Among chains hotels employees were very satisfied with WLB and again, it is somewhat satisfied by LH (Mean 4.98). Regarding total remuneration base pay, both national and ICHs were satisfied with total remuneration package (Mean 5.63 and 5.36) but it appears that ICHs were somewhat satisfied with base pay (Mean 5.02). Local hotels were somewhat satisfied for both remuneration and base pay, with mean rating of 5.14 and 4.98, respectively. In terms of training development and opportunities for promotion, it can obviously be seen that NCH employees were very satisfied, with mean rating 5.52 and 5.49. Surprisingly, the ICHs will have a greater possibility to develop employees' skills and also their international careers than LHs; however; the survey results indicate that both ICHs and LHs were somewhat satisfied with these two practices, with career progression receiving the lowest mean rating of 4.98 and 4.72 respectively compared with other practices.

Finally, this section discusses five-star hotel employees' satisfaction with their jobs and their respective organisations, as shown in Table 4-3. The respondents were asked to indicate their overall level of job satisfaction with their respective organisations, in order to evaluate the retention practices provided and constructed factor for building organisational commitment.

Table 4-3: Mean rating of employees' experience on the overall organisation satisfaction

Hotel types	Total respondents (N=578)		NCHs (N=214)		ICHs (N=132)		LHs (N=111)	
Statements	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Overall, I am satisfied in this organisation	5.69	1.1208	5.86	1.007	5.54	1.350	5.58	0.949

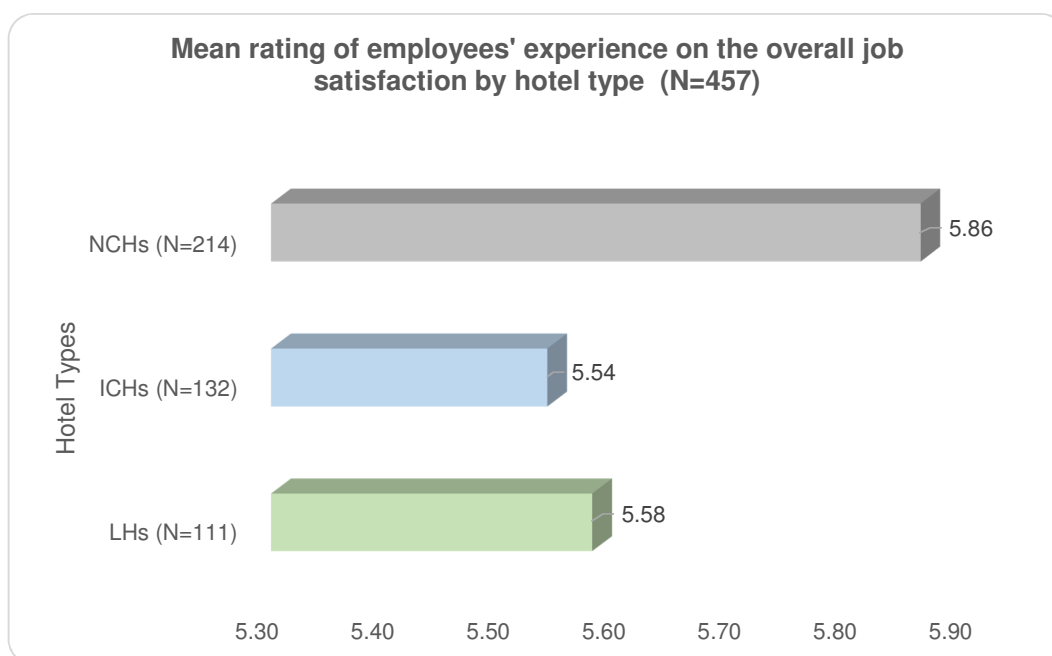
*Arbitrary level is calculated from formula; Arbitrary range $(0.857) = \frac{(Max - Min)}{7} (1.00 - 1.86)$ "Strongly dissatisfaction", (1.87-2.72) "Dissatisfaction", (2.73-3.60) "somewhat dissatisfaction", (3.60-4.46) "Neither dissatisfaction or satisfaction", (4.47-5.33) "somewhat satisfaction", (5.34-6.19) "satisfaction" and (6.20-7.00) "very satisfaction"

** The survey question asked respondents to "How satisfied are you with the overall job satisfaction?"

*** This table answers research question on 2nd research questions; What are the different retention practices in place in local, national and international chains hotels, evaluating employees' perceptions of these existing practices?

The One-way ANOVA indicated that, there are significant differences between NCHs and other hotel types in terms of the overall job satisfaction.

Figure 4-3 Mean rating on employees' experience on the overall job satisfaction



*Arbitrary level is calculated from formula; Arbitrary range $(0.857) = \frac{(Max - Min)}{7} (1.00 - 1.86)$ "Strongly dissatisfaction", (1.87-2.72) "Dissatisfaction", (2.73-3.60) "somewhat dissatisfaction", (3.60-4.46) "Neither dissatisfaction or satisfaction", (4.47-5.33) "somewhat satisfaction", (5.34-6.19) "satisfaction" and (6.20-7.00) "very satisfaction"

** The survey question asked respondents to "How satisfied are you with the overall job satisfaction?"

*** This graph answers research question on 2nd research questions; What are the different retention practices in place in local, national and international chains hotels, evaluating employees' perceptions of these existing practices

The results in Figure 4-3 show the mean rating on the overall job satisfaction based on the employee's perspective in each specific hotel type. NCH employees received the highest rating, with mean 5.86, followed by LHs (Mean 5.58). ICH employees rated the lowest mean (Mean 5.54) compared to other hotel types. There is a slight difference in mean rating between ICHs and LHs, although arbitrary descriptive mean ratings indicated that all respondents are

satisfied with their jobs. There are many job factors building overall job satisfaction, and in particular, NCHs present significant differences when compared to the other hotel types (Appendix 9). As a result, this study has to examine each retention practice influencing overall job satisfaction.

As the one-way ANOVA examined how the employees' perceptions of these existing practices i.e. relationship with colleagues, PM systems, WLB and job security differ among each hotel type. However, there is significant difference between NCHs and other two hotel types in the overall job satisfaction, satisfaction with relationships with management, line managers, career development, training and development, job scopes and responsibilities and pay. Interestingly, there is significant difference between chains hotels and LHs in relationships with total remuneration package.

Therefore, in the next section, qualitative data provide insight into what rationale is behind their views in each factor in what they expected and already experienced with their respective organisations including highlights the differences of expectation in each hotel type.

4.3. Findings: Qualitative results

4.3.1. Employee expectations of HR practices in each hotel type

In this section, the qualitative data indicates employees' expectation of each practice in each hotel type and get additional interview data support one-way ANOVA results as provided by the summary table (Appendix 8). The key findings and discussions focus on where similarities and key differences between different of HR practices between in local, national and international five star hotels based on one-way ANOVA results. Finally, the gaps between employee expectations of HR practice and existing practice are included in this chapter.

In the next section, the qualitative data presents participants' viewpoints in each HR retention factor and their expectation in building organisation commitment, elaborated as follows sub-headings:

4.3.1.1. Relationships with colleagues

The participants were asked about the expectation of their relationships with their colleagues and how this would impact retention. The qualitative data raised similar viewpoints in each of the respondents, irrespective of hotel type, indicate that the all hotels expected 'team based working styles' by getting support from their colleagues in order to achieve the goals of the organisation, which qualitative data results contradict the survey results. Hotels employees explained as follows;

"I expect my management, manager and HR promote good team work in this workplace, which I believe that I and my colleagues will stay here."(E21-NCH)

"Good relationship with colleagues is also important, I need some supports from them when I face some obstacle at work."(A11-ICH)

LH starts by showing how s/he shares similar ideas as those from the Thai and international hotel chain about what is valued amongst colleagues:

"There are some colleagues that I am able to consult and talk to....When I have some obstacles or trouble, I can talk and consult with them. They are very supportive."(M16-LH)

The hotel participants confirmed the quantified results that 'Good relationship with colleagues' was extremely important, as well as a good working environment. The participant expected to get support from colleagues; however, the participant also suggested that poor relationships with colleagues have little bearing on their decision to leave and tensions between colleagues become more important in causing resignations only if conflict is widespread. Furthermore, it would seem that they expected their organisations to create and promote good teamwork and a social environment as a retention strategy.

4.3.1.2. Relationships with line manager

The factor of good relationship with manager also played a significant role in determining satisfaction attained by employees working in five-star hotels. The interview data raised similar viewpoints in each of the respondents, irrespective of hotel type, in good relationship with manager creating organisation commitment.

This is exemplified in the following quote from participants;

"... If we have a good relationships with supervisor and colleagues, we can cooperate and deliver good work..."(OS01-NCH)

"The role of manager helps to feed this information to top management...I believe that most of staff will be happy if management response their requests. This is key driver to retention of staff."(M08-ICH)

A good working relationship, defined as supportive in both work and personal issues and emotional. The participants discussed how good relationships between line managers and their subordinates helped to create good team work environments. The participants suggested that 'Good relationships with managers' is interacting with staff, taking care of them, understanding their needs, providing a reasonable justification for any operational problems, to resolve problems and having constructive discussions which lead to individual personal development; these are considered as retention strategies to engage them.

4.3.1.3. Relationships with Management team (Senior Managers)

Relationships with management team are equally important as good relationships with colleagues in persuading people to stay in the same job. Data from the qualitative research for this study suggests that hotels employees, irrespective of hotel type, expected their management team to have physical closeness by supporting them, taking care of them and understanding their needs; they believed that it can promote positive emotions and help deliver the best service to the hotel guests.

The participants suggest how the management team helps to create the organisation commitment:

"If the management communication and intimacy will make excellent employees stay with the organisation."(E08-ICH)

"If we work closely with them, we know what they expect us to do then follow with their directions so it makes us happy for coming to working every days."(M10-ICH)

"If we are close to the management, we can propose our ideas and they will be judged immediately."(E17-LH)

The participants expect their management teams to support, take care of them, understanding their needs and help to resolve operational problems. The physical closeness and level of staff involvement lead to effective communication and more interaction between management team and staff. Hotel participants also placed emphasis on the communication between management team and employees.

4.3.1.4. Job security

Job security is considered to be a crucial factor for those working in the tourism and hospitality industry due to the seasonality of the business. The respondents were asked to indicate the importance level of job security, and how this practice helps to create the organisation commitment.

The qualitative data indicates that 'Job security' appears to be less a concern based on quantitative data, however; this factor was still considered as being very important in engaging staff within their organisations. The result in the interview data indicates that there is a connection between "Good job security" and "Good Brand reputation," details of which are given by participants:

"For the brand image...I prefer to join any famous hotels because I need my job security. Secured organisation provides good fringe benefits and career opportunity...it is easy to transfer to other hotel properties under the same brand as well."(E18-NCH)

"I think everybody looks for job security and the reputation of brand is very important, the good branding makes the big difference in people's career because good branding provides the opportunity for you to learn from their expertise..."(M06-LH)

All hotels employees had similar viewpoints about their hotels' brands and felt proud working with their hotels although one-way ANOVA indicated there is significant between chain hotels and LHs. The hotel participants expected those organisations to have a strong brand image to lead job security and employees also expected the organisation to have the capability to provide attractive fringe benefits and career progression. The participant also mentioned hotel brands' reputation, which played an important role in setting the expectations of the employee. Strong brands suggest more structured work that consists of opportunities for career growth and overall job stability. The participants have viewpoints about their famous hotel brands, which lead to long-term organisation financial stability and help to retain talented employees. The positive feeling of employees through their hotel brand reputation helps to build organisational commitment.

4.3.1.5. Work-life balance

Due to the nature of hotel jobs, working shifts and demanding customers can make employees burn out easily; therefore, the factor of WLB is a top five priority. Hotel employees were most concerned and expected their hotels to promote WLB policies to retain and build commitment for hotel employees. All hotel employees deserve their day off for family and personal matters, and that unnecessarily long working hours cause job stress, demotivate staff and promote staff turnover.

WLB is very important for them in relation to building organisation commitment. Then, the respondents were asked how the factor of WLB is expected in building commitment. It is apparent that "WLB" refers to the equilibrium achieved between working schedules and the number of working hours and their personal life.

The ICH received the highest mean rating and the qualitative data indicates that WLB centred on number of working days per week:

"In the past, we have only 1 day off per week, it made me work-life imbalance because I am not able to spent time with my family. But right now we get 6 day off/ month so it is 5.5 working days per week."(M08-ICH)

The participants suggest that WLB can be used as a retention strategy as the number of weekly day off promoted their family life. The participant in a managerial function shared her experience and comparison of previous WLB policy and the revised policy, where reducing working days helped staff WLB. The number of monthly working hours and days off depended on hotel policy; however, employees expected flexibility in working roster, e.g., six to eight days off per month, so employees had the flexibility to manage their own roster and have adequate time for their personal life and family.

In summary, all hotel employees expected their management to revise the number of working days (five working day per week); and promote WLB fairness policy within their organisation in order to retain and attract talented employees.

4.3.1.6. Pay

The factor of “Good pay” practice refers to all monetary rewards, e.g., base salary, allowances and incentives and total remuneration package consisting of financial package and fringe benefits.

According to the qualitative data, all participants in this study indicated clearly that ‘Good pay’ and monetary rewards were expected to drive employee commitment and also mentioned policy needed to be reviewed by management team to retain staff. The retention practice on pay was expected:

“The organisation should motivate staff with monetary rewards i.e. base salary, incentive, service charge or any financial assistance because it all helps to support cost of living. Some people have to take care of family members.”(E14-ICH)

“Money and pay are also important. If the organisation [Management team] pays reasonably, the staff can stay with the organisation and keep on working.”(E22-LH)

All hotel employees have similar expectations on pay review policy to retain employees with their respective organisations. Indeed, reasonable pay packages help retain staff. Conversely, under a structure of unattractive pay it might not be able to compete with their competitors. Due to the fact that hotel staff may easily consider moving if there are any hotels offering a higher base

salary or competitive package, such as a new hotel offering a skill-based pay structure.

4.3.1.7. Total remuneration package

Data from the qualitative research for this study helps explain the differences between ICHs and other two hotels in regards to the total remuneration package. When compared to the mean rating between pay and remuneration practices, the ICHs' quotations put more weight on the financial package, including base salary, service charge and incentives, rather than the remuneration package which helps support employees' and their families' cost of living, as M08 echoed:

"For staff level...they need more income to cover their cost of living therefore base salary, service charge and other benefits influence their decision to stay or leave. Actually all benefits can convert into money and help them to save their expenses, if we provide the good benefits."(M08-ICH)

The overall financial package may be considered as tangible benefits; however, they might perceive that fringe benefits are intangible if they do not make full use of them. One manager (M08) also remarked that most hotel employees are strongly motivated by higher base salary and service charges. It can assume that ICHs were satisfied with fringes benefits extending to family members, therefore; they focus on both pay and fringe benefits because they have to support their family, such as elderly parents and young kids, in addition to their own cost of living.

Details of benefits provided are given by M01, she expected her hotel to consider the additional benefits for staff:

"It would be good if welfare cover the medical treatment at private hospital. At the moment, they provide only social security fund but the international chains also provide health insurance."(M01-NCH)

The NCH participants expected their management to revise 'Fringe benefits' policy because NCH provided the benefits of social security due to Thai labour law requirements, but it might not be sufficient to create a sense of organisation commitment. For example, social security covers employee

medical care and treatment at hospitals with a social security contract only, where most are government hospitals.

Participant from LHs describe what kinds of welfare benefits they expected to be provided;

"If the organisation provides more vacation leave, the staff will realize their value and they will remunerate the company."(E22-LH)

Another participant (E22) suggested the management team and HR manager should review annual leave policy, and if the policy is revised, employees will perceive that their management cares for them and go the extra mile to deliver good productivity returning to the organisation. It is possible that there is a linkage between leave policy and WLB practices.

By analysing each hotel type, each hotel types participants make a difference in their expectation of fringe benefits; ICHs did not put any expectations on tangibles benefits but focused on financial package. NCHs expected their benefits exceeding the Thai labour law requirements. Whereas, LHs expectations focus on the increasing of annual leave policy.

Overall, the participants expected their management to revise a competitive 'Pay and Fringe benefits' policy by covering family members helps to retain employees within their organisations.

4.3.1.8. Performance Management Systems

Chain hotels employees expected their supervisors to use the PM systems as instruments to motivate and provide some coaching and development plan, including intrinsic rewards. This is very important for them, and this would help to engage staff within the organisation. Additionally, participants also suggested and expected HR managers to integrate PM systems with other HR practices, i.e. development plan and career promotions. They believed that this linkage of HR practice boosts up employees' motivation as the existing practices are perceived as independent HRM practice. However, participants, working in chain hotels, shared what was missing from the PM systems in which they work and how these two practices are connected;

"Regarding the PM systems, the result should be considered in staff weaknesses and point to development. For example, the staff's technical skills were evaluated and the results show that they should improve."(E11-NCH)

"The performance system should link with good incentive; promotion and training to motivate staff to stay longer in the organisation."(M17-ICH)

According to qualitative data, participants provided the rationale why the factor of career opportunity, PM systems and training and development were very important and expected by chain hotels employees.

Regarding 'Good PM systems' in LHs were also asked why PM systems helped to build commitment, as well as their expectations regarding this practice. LH participants sharing different viewpoints about the unstandardised PM systems. They expected PM systems transparency, which can be used to reflect and reward them on their contributions, as the current PM systems practice makes them suffer from bias and favouritism:

"PM also plays a part to engage staff. For example, the employee, who worked hard throughout the year, found that the one, who did not work hard, gained more incentives. It's not fair and might cause staff intent to leave."(E17-LH)

Participants working in LHs shared what was missing from the PM systems in which they work, and "fairness and transparency" is very important for them. The inefficient PM systems, with lack of transparency in the appraisal process, unclear goal setting, lack of understanding of systems, bias, allowed favouritism to infiltrate the performance appraisal process and also expected HR to implement and link the PM systems with Pay systems and specific KPIs. Conversely, managers who use the PM systems as instruments to motivate and provide some coaching, including extrinsic or intrinsic rewards, felt this would help to engage staff within the organisation.

In summary, all hotel employees, irrespective of hotel type, expected their PM systems to tie up with other HR practices, e.g., pay and other monetary rewards systems, career progression, personal development. However, LHs make a difference in their expectation of PM systems based on qualitative data; the standardised PM systems and also fairness and transparency on appraisal processes were expected from LH employees.

4.3.1.9. Career progression

Due to the nature of chains hotels they are also able to make stronger commitments to their employees in term of career progression, as they have many properties under the same chain. The hotel participants put the practice of career progress under manager's role and responsibilities to support staff to build the organisation commitment:

"The supervisor should realise of the development of our career path and make us see that we have progressed in career. It will make employees want to work with the organisation."(E15-ICH)

Chain hotels participants (E15) appeared to be less committed to their hotels because of a lack of communication and clear development plan. Therefore, the chain hotels employees expected HR managers to design and communicate a 'career opportunity' and 'Individual development plan' to employees; however, they also expected their line managers to support and help them fulfil both transactional and relational needs, such as career progression and financial rewards to help engage staff.

Additionally, chain hotels employees also provided the rationale why the factor of career opportunity is very important and is connected with other retention practices. Details of exit interviews are shared by participants:

"Some colleagues left because of they get the better position and perhaps increase better salary. They also seek new challenging. If we anticipate the growth in career path, we will learn and then settle which way we will aim for future career growth. It depends on each individual's goal."(E18-NCH)

As participants stated above, it showed that hotel employees are savvy enough to understand the linkage between 'Good Remuneration package', 'Good career opportunity' and new 'Challenging job roles', also leading to job security, as E18 mentioned. Again, chain hotel employees have similar expectations on the integration of HR practices, such as attractive base pay, benefits package and career progression, can be used strategically to build organisation commitment.

By analysing each hotel type, LHs make a difference in their expectation of career progression based on qualitative data. The participant below provided clues that she expects HR and management to establish career development for employees:

"Career opportunity is important because it is the long-term future. HR and management should expand the business that could help us to have career in other property under the same brand."(E16-LH)

Interestingly, this LH participant put career progression with personal development and job security in terms of organisation vision aims for business expansion as an option for career progression.

4.3.1.10. Training and development

The factor of "Good support on training and development" is a very important factor. The participants were asked the rationale behind why training could help to engage the employees within the organisation. The chain hotel participants expected their hotels to provide the technical training for improving staff capabilities:

"The training schedule does not fit with staff operation work schedule and we have to attend trainings out of our working time therefore staff is not able to get training. I think, the hotel should allow us to train within working hours."(E18-NCH)

The participant suggests that skills-based training provided for staff, which should be supported by their operation managers arranging working schedules for training. They perceive this practice as being important for personal development and growth under skills-based training. E18 considered training is a part of their jobs, therefore they expect the training should take place in the employee's work time rather than personal time, which impacts their WLB.

However, it is obvious that the training curriculum of chains hotels tends to be focused on organisational compliance which supports staff to move across other properties under the same chains, with a strong background of service standard policy and procedures. The employees expected a clear job design which related to career path management and talent management systems.

For example, a new position with wider job scope and more responsibility helps employees to enhance their skills and capabilities, so if employers promote staff career opportunities and engaged them with competitive pay, new challenging job scope, supporting employees' personal development, they are less likely to look for another job.

Interestingly, one-way ANOVA indicates there is significant difference between LHs and chains hotels. Then, the LH participants were asked the rationale behind why training and development is important and help to engage the employees within the organisation. Participants provided their various expectations on training and development, as explored by E22 and E17;

"If training is provided, it is likely to be a factor that supports our workflow and develops staff technical skills..."(E22-LH)

"The development and training support is very good in all departments. Sometimes, I was unable to attend as I was busy with the work."(E17-LH)

LH participants expected their hotels to provide working procedures and practices training programmes, supporting them to perform their job well and according to hotel standards and procedures; however, E17 raised the similar issue that training schedules provided did not fit with his working schedule. The participant expected his line manager to support him by arranging training in his working schedule; he perceived this practice as important for personal growth, apart from other practices provided, such as good monetary rewards.

All hotel respondents, irrespective of hotel type, realised that training courses help them to enhance their capabilities and prepare for the next career. It appears that the chain hotels created brand awareness by providing product knowledge; however employees also expected skills-based training courses provided, which can be linked with preparing employees for future careers; however, LHs expected their managers to arrange on-the-job training schedules in working time to support their WLB. LH employees perceived training and development to support their work operations. Indeed, training and development programmes provided intangible benefits, such as self-

improvement; this depends on the personal values and self-motivation goals of individuals.

4.3.1.11. Challenging job roles

Due to the nature of the hotel business, the findings indicate that hotel work content can be summarised as a non-challenging with long working hours; unlike other industries with relatively regular working hours, hotel operations require 24 hours of shifts. Finally, the factor of “Challenging job roles” is rated the lowest mean compared with other practices in all hotel types. The interview data provided the rationale why the factor of ‘challenging job role’ appeared to be of less importance, as one participant (M17) from ICH reflected;

“Challenging job...there are many jobs and it depends on individual expectation to achieve. There are various perceptions and it is not much importance once compared with other practices. For example, Good pay and benefits, career path are direct intangible outcome but challenging jobs are intangible, so it is not much important for me.”(M17-ICH)

“In fact, not that much people stay here that long because it lacks of challenge job...but I am not, my job is so challenge.”(E12-NCH)

The hotel participants appeared to be less concerned about on challenging job roles because employees put awareness on the nature of hotel job before taking the hotel job roles. Secondly, they might place greater importance on other retention practices; more tangible benefits: i.e. attractive remuneration package, career progression, training and development support, rather than intangible, job challenging to build commitment within their respective organisations. However, the challenging job roles depend on personal goal achievements of each individual’s long-term career.

On the other hand, some employees might need to go out of their comfort zone and get assigned some challenging job roles. Therefore, challenging job roles depend on individual perspectives, working styles and how the individual perceives their tasks, personal goals and achievements on each individual long-term career. According to the qualitative data, all participants in this study have not put any expectations in this practice.

In summary, the qualitative data raised similar viewpoints in each of the respondents, irrespective of hotel type, regarding their expectation have of the HR practices in all HR retention factors except the total remuneration package; focused on the fringes benefits.

The next session discusses the employee experience on their retention practices and highlights the differences of employees' experiences in each hotel type.

4.3.2. Finding on employees' experiences and existing retention practices in each hotel type

In this section, the qualitative data provide insight into what rationale is behind their views in each factor they already experienced with their respective organisations. The key findings and discussions focus on where similarities and key differences between different of HR practices between in local, national and international five star hotels based on one-way ANOVA results. The summarizing of employees' perception on existing retention practices in different hotel is categorized by hotel type (Appendix 10). Finally, the conclusion section then examines the gaps between employee expectations of HR practice and existing practice.

4.3.2.1. Relationships with colleagues

One-way ANOVA indicated there were significant differences between each hotel types in the factor of 'working relationship with colleagues'. Data from the qualitative research for this study helps explain the differences between hotel types in regard to overall satisfaction with colleagues which refers to good working relationships. Working relationships at the NCHs are described as follows by staff:

"Good colleagues are persons who support each other, encourage and sympathize. We work in team and have discussed the problems as well. After work, we have dinner together."(A03-NCH)

Participants from NCHs valued clear and open communication between colleagues that helped improve workflow, but they also described the importance of having colleagues who are supportive to one another and get on well with each other. The participants also note that relationships continue after work, which provides opportunity to discuss both work and personal issues, allowing them to create strong relationships with colleagues.

In general, ICH employees are also satisfied with colleagues. Although the mean rating is less than for NCHs, they share similar perceptions, as participant M15 indicates:

"I have good colleagues who work in the same department (smiles). We help together to achieve the monthly target, those who work in other departments are also good colleagues and we don't have any problems or conflict..."(M15-ICH)

"The environment refers to good colleagues. If there is good working environment, we will be happy to come to work every day' I have good relationship with colleagues. We have good teamwork here."(M10-ICH)

Participants experienced 'Good colleagues' that are supportive to one another and get on well with each other within the same department and also other departments, similar to what NCH participants shared above. Furthermore, they emphasised the importance of good working relationships in motivating them at work. If working relationships are good they do not seek opportunities to take days off work.

Good working relationships indicate a good working environment, which impacts staff motivation at work as the participant stated above. The ICHs Participant experienced that organisation culture plays a fundamental role in work relationships among employees, but it seems that teamwork was not promoted in her previous company's working culture. Thai society and national culture is a relative tight, collective and relationship orientation; therefore, work-independent working styles are less preferable among co-workers. This quotation supports the expectation of ICH employees on team-based working styles that leads to a good working environment, as discussed in previous section.

LH employees, however, provide a different point of view. The first speaker starts by showing how s/he shares similar ideas as those from the chain hotels about what is valued amongst colleagues, but s/he then goes on to say that this sort of relationship is hard to find in LHs:

"...Actually finding friends who can help us at work is quite difficult here. Having someone who is able to talk with, feel comfortable to consult both personal and work issues, speak in the same language [understand each other's] then I want to work here."(M16-LH hotel)

Participant M16, who works for LH, is an example of someone currently experiencing some conflict at work:

"Actually I can get along with all of my colleagues. However, someone who I have conflict with, I feel that he/she is annoying in the job but it is not a factor to quit immediately. If I got the new job with a good offer of a salary package, it might be a support reason for me to take the new job."(M16-LH).

The Thai workforce perceives that good colleagues are similar to close friends or family members, who understand each other well and socialise together. They define it as an intangible environment, but note that it is the way that each individual behaves or treats others which impacts staff motivation; this comes to explore what they understand by national culture and their assumptions regarding it. However, a poor working relationship with just one person will not result in a decision to leave a job, although it may be used to add justification to taking a better job elsewhere. Poor working relationships, therefore, are not a major impact on job motivation.

It can be seen that good relationships with colleagues can motivate employees to stay with their organisations, but poor relationships with colleagues can cause them to leave. The LHs participant (M06) gives more insight into what is wrong with working relationships in LHs:

"I do not feel I am part of the team because the team is come from T-E-A-M, just Together Everyone Achieve More but they are not together. From my experience, right now even people in my team as my staff and even my staff and myself...I feel less trust. They don't trust me and my abilities and I think...for me because it happens like that so I am so sure if I get trusted. Because when I feed any kinds of information or any one on one chat, I can see the person resistant and not get it...so that case."(M06-LH)

These speakers suggest that there is a lack of trust and cooperation between colleagues in LHs, so they do not feel comfortable with the people they work with, resulting in an absence of teamwork.

4.3.2.2. Relationships with line manager

Managers and managerial style are considered a crucial factor in determining satisfaction among employees. Chain hotels participants described similar characteristics of good managers, e.g., caring, supportive, resolving problems, coaching, providing constructive feedback, and treating staff fairly and with respect, which promotes good working relationships.

Chain hotels participants exemplified the positive perceptions of staff about their managers:

"My supervisor advises me on job performance, good points or things to improve. It's fair...the overall, we have the good working relationship."(OS03-NCH)

"All managers were supportive like family. It's good to have good managers. So I think it is the first factor that retains me working here..."(E10-NCH)

Chains hotels employees were satisfied with the working relationship with their operational managers, and they experienced a supervisor who used PM systems as an instrument to provide constructive feedback on job performance. The participants also suggested that without a good relationship with supervisor, giving performance feedback is a sensitive issue, and this remains problematic due to Thai (face) cultural obstacles including 'losing face' and a focus on the individual. Additionally, they appreciated managers who were caring, supportive, resolving problems, provide coaching, providing constructive feedback, treating staff fairly and with respect, and have sense of equity, i.e., transparency and fairness when managing subordinates, and this builds good working relationships between managers and subordinates. Finally, participant provided one additional good manager's characteristic; she is treated like family members, which relates to Thai culture.

However, ICH participants suggest that relationships with managers fulfil both transactional needs, such as career promotion, and relational; i.e. softer

aspects of family and caring, as exemplified in the following quote from M17 and M14:

"The direct manager is the person who coaches me directly. It is perfect and this will provide opportunity for staff to growth in their own careers."(M17-ICH)

"My supervisor work closely with us, support and give us chances. Sit and talk. If we have a problem, we can talk it over and we have good relationships."(M14-ICH)

The quotation from M17 shows that the language in the ICHs used to describe the relationship between managers and their subordinates is operational in nature – there is no reference to the softer aspects of family and caring that there are in the interviews with people working in NCHs; rather a focus on productivity and working systems that provide opportunities for advancement. While the participant (M14) emphasises the supportive nature of supervisors in ICHs, it is interesting to note the emphasis on “equipment and guidelines” and the suggestion that workers need to follow the supervisor’s advice in order to develop good working relationships.

The difference in working styles between manager and staff can lead to poor working relationship, which leads to conversation avoidance, conflict and unfair treatment. If these problems continue, staff may become dissatisfied with their jobs and ultimately decide to leave. Both chain hotels employees prefer to have close supervision at work; supervision is essential in an organisation, as supervisors have extensive job knowledge and play an observing role in terms of monitoring employee performance.

Based on the respondents’ perspective, there are significant differences in overall satisfaction with managers between LHs and the two other hotel types. LHs employees were more likely to refer to negative emotions and details of what is wrong with working relationship with their managers:

"I don't think I have a good relationship with my manager. For example, the way my manager treats me is unacceptable, he did not respect me, blames me quite often, although it is not my mistake. Our working style is different, so it is quite difficult to work in the same team. I loss the encouragement and motivation to work."(M16-LH)

The different working styles between manager and staff can lead to poor working relationships, which lead to conversation avoidance, conflict and unfair treatment. If these problems continue, staff may become dissatisfied with their jobs and ultimately decide to leave.

The differences between LHs and chain hotels are stark - chain hotel's legitimate authority is vested in supervisory roles, empowered to supervise, including evaluating individual performance due to hotel policy and working procedures. Both NCHs and LHs perceived the good working relationship with their operational managers as relational rather than transactional relationships, which had been perceived by ICH participants. LHs, on the other hand, normally owned by Thai investors, might not have working policy standards documents that emphasise HR practices on supervision of work aimed at helping boost staff motivation.

4.3.2.3. Relationships with Management team (Senior Managers)

The majority of hotel employees perceived that 'management team' was a crucial factor to create a good working environment and drive employee engagement. Regarding to management initiatives, such as support, rewards, empowerment and training are key drivers of employee job satisfaction. Therefore, the respondents were asked to indicate the level of satisfaction with their management team. It would seem that the operational managers are viewed as separate to the management team.

An ICH participant described what management initiatives make them satisfied with their management team:

"Top management [Thai GM] understand and take a good care of all the staff. They support staff in problem-solving and quick fixes. He takes care of staff like family members. So it compels employees to stay longer."(M08-ICH)

It would appear that perceptions of the management team are similar to the perceptions that the NCH participants had of their line managers. Within the ICH, it is the management team that generates more paternalistic aspects of management the emphasis of care, problem solving and family, where

employees follow the direction of the management team and emphasise the need to work closely with them:

"The working environment related to the management team, we work closely with them, we know what they expect us to do then follow with their directions so it make us happy for coming to working every days."(M10-ICH)

A participant at managerial level (M10) suggested that the physical closeness and level of staff involvement led to effective communication and more interaction between management team and hotel employees, leading to a good working environment driving employee retention within their respective organisations.

Data from the qualitative research for this study helps explain the differences between hotel types in regard to satisfaction with management teams; however, NCH survey results contradict the interview data. Similar viewpoints of participants from NCHs and LHs are that management should balance business performance and employee wellbeing, but this sort of behaviour is hard to find.

The qualitative data explored why NCH employees were not satisfied with management; details of why NCH participants were dissatisfied with their management team are given by E11 and E18:

"The management's concern is on money, it will make us concentrate on money more than development and working independently..."(E11-NCH)

"Management did not have idea about the staff workload and all problems come into this area. Staff who solves problems will be exhausted because there have no systems to support."(E18-NCH)

When participants were talking about their relationships with managers in NCHs, they were positive and emphasised family. NCH staff feel unsupported and experience overload caused by a focus on company profits without commensurate support. Thus, the direct manager provides the care and support that is not forthcoming across the management cadre more generally.

Again, the similar viewpoint is that management focus primarily on business performance. The next participant shares what is missing in their LHs:

"I think the top management is not only take care of financial business performance."(M16-LH)

"Management do not lead to unity but to competing which later became conflicts. The missing things in the organisational culture are fairness and the sincerity in developing the organisation..."(E16-LH)

E16 suggests that LHs lack a suitable leadership style and fail to create the right culture in the organisation. Rather than creating a harmonious culture, leaders create conflict through the creation of a competitive environment at odds with perceptions of equity and fairness. Employees struggle to connect leadership action to the broader development of the organisation. The quotation suggests that, rather than working with top management, they are part of a top-down cascade of information, which suggests a need for employees to feel they have more say in the changes and initiatives that occur within the business.

4.3.2.4. Job security

The both chain respondents were also asked to indicate their level of agreement and satisfaction on the stability of their organisation's fiscal wellbeing and job security, to ensure that economic crisis do not impact a hotel's financial stabilities, an important determinant of job satisfaction. The chain hotels participants define what is understood as job security, as well as the nature of the chain hotel business, they discuss the reasons why they feel secure in their jobs in terms of financial stability as participants exemplified the positive perceptions:

"Actually, management keep their promise by promote the job security. For example, during the economic such as political and flood crisis, we still receive the service charge and management did not ask staff to volunteer to take unpaid leave as normal practice."(OS07-NCH)

"Hotel revenue, the company's reputation, and number of guests... indicated job security. No need to worry about economy because good reputation and guests from all over the world would like to stay here."(E14-ICH)

Chain hotel participants have similar viewpoints, they perceived that chain hotels operating many worldwide properties lead to job promise and long-term financial organisation stability. Participants have an opportunity to relocate to other hotel properties under the same brands. In addition, management is also considered as crucial in driving job security and can help fulfil transactional needs, such as financial rewards.

Furthermore, the chain hotel participant provided details of the competitive advantage of chain hotels in overcoming the external impact of the hospitality industry:

"In terms of job security, chain hotels are better than LHs because they have many branches worldwide. If there is any hotel crisis, staff is still get the job under the same brand."(M09-NCH)

The qualitative data indicated that the participants in operational staff level appear to be less focused on economic crisis or individual company stability because chain hotels operate many worldwide properties, so the hotel brands reputation attracts guests into the property. Thailand's economic crisis did not impact the hotel guests' decision to stay at the property. This is consistent with the overarching operational focus of this group of respondents and the view that employment is more stable. This is in part due to an appreciation of the loss of corporate memory within ICHs if they create more flexible work contracts.

Regarding job security for LHs, some participants from chain hotels (M09) perceived that LHs have some challenges in making strong commitments to their employees in terms of job security in case that hotel faces financial problems. Similarly with career progression policy as they operate just one property in Thailand as opposed to chain hotels that operate many worldwide properties, allowing staff to relocate to other properties under the same chain in the case that hotels are faced with financial obstacles, economic or political crisis.

LH employees have different views on job security. A participant shared what is understood as job security and details are provided by M16:

"Everyone prefers to have their job secure. My current organisation was operated for many years... I feel that this organisation is secure. They can pay the salary to employees during the economy crisis so I think this company is secure enough. For the contingency plan, management would like to expand their business to be in the next business level. It's some challenges because some department is not ready and competent for the expansion, such as we don't have service standard and procedures manual."(M16-LH).

The hotel's fiscal wellbeing can be an indicator of job security from a LH employee's perspective, in which employees still receive monthly salary on time, including other entitled benefits; however, they are also concerned about management's financial contingency plans, as LHs operate with just one property in Thailand. M16 suggests that the essential hotel service standards manual are not written and management team lack the know-how in understanding the intricacies of business expansion. This lack of business knowledge is not necessarily something that will impact local and ICHs who have expanded their businesses and have developed a strong employer brand.

4.3.2.5. Work-life balance

Company practices that promote WLB are important "retainers" for hotel employees due to the nature of hotel jobs, which can involve long and irregular working hours. Participants across the different hotel types defined WLB in different ways but the emphasis tended to be placed on the extent to which work could be structured around family time. Those working in NCHs rated their WLB more highly than the other hotel types. For this group the concept of WLB centred on working hours and the impacts of changing these working hours made to their family life:

"WLB is good, it's ok the family is happy because I spend time with them after work. However, if there are changes in working days or working hours, I may consider changing a job in other industry."(E10-NCH)

"For the WLB issue, my manager keeps telling us on this matter. For high season, we have to work overtime. She will inform us on the day we have to work overtime. For low season, we can take leaves."(E22-NCH)

E10 suggests that WLB is a key determinant of whether or not they would remain in the organisation. This suggests a flexibility working hours that

support WLB but, more importantly, the ability of the NCHs to understand and take into account the family constraints of their employees when scheduling work.

Yet, in addition to family, NCH staff perceived the need for a quid pro quo approach to work scheduling – a give and take. In order for employees to work different hours or more hours during the high season, they know that they will be rewarded with additional leave during the low season as shared by E22.

NCHs manage this practice by communicating working schedules in advance to help staff manage their own time with family and to ensure the organisation's needs are met. While there is a similar understanding of the concept of WLB in ICHs and an acceptance that high season working can be rewarded by more leave in the low season.

The number of working days per week indicates WLB policy provided by employers as discussed. LH employees were also asked to indicate the level of satisfaction specific to their organisations providing support to maintain WLB. The results show that LH participants indicating they were somewhat satisfied in this practice. There was greater evidence of work life imbalance among those participants working in LHs.

The key difference in WLB between chain hotels and LHs is the number of weekly days off. Chain hotels' employees were satisfied with existing WLB policy, except LH employees suggested there should be flexibility in operation rotas to rotate front-line staff taking their day off on weekend to benefit family members. Participant M16 is an example of someone currently experiencing poor work-life imbalance:

"WLB is important, I have only one day off per week and workload is high, which I had to stay longer than working hours. Many hotels in this area has only five working days and this might be a factor for staff changing their jobs."(E16-LH)

The number of working days indicates WLB practice, six working days per week and working longer hours causes job burnout and may be a factor affecting an employee's decision to resign. E16 highlights that employees are

aware of other practices in other establishments and a failure to provide a comparable working regime may result in job hopping if employees perceive the practices associated with WLB to be better elsewhere.

The key difference in WLB between chain hotels and LHs is the number of weekly days off. Chain hotels' employees were satisfied with existing WLB policy, except LH employees suggested there should be flexibility in operation rotas to rotate front-line staff taking their day off on weekend to benefit family members.

4.3.2.6. Pay

According to the qualitative data, all participants perceived good pay as the combination of base salary and service charge, are somewhat satisfied with monetary rewards. The issue of uncompetitive pay is of the most concern for employees, with all respondents somewhat agreeing that their base pay is competitive, compared with other workplaces in similar jobs; hotel type does not make a difference in perception, and this factor is ranked consistently across each of the sample characteristics based on arbitrary descriptive.

Although all hotels employees are satisfied with their service charge, base pay is still a major concern. This is the crucial factor for retaining existing employees and attracting potential candidates. The participants share the same viewpoint, highlighting this is clearly a major issue:

"For pay, it is divided into two main sources; one is the service charge which I am quite satisfied with because this hotel is ranked in the top three in the city but in terms of base salary...I am not satisfied, although I received the new minimum-wage adjustment but I still receive salary equal to non-guest-facing staff."(E18-NCH)

"Base salary is the most importance factor for motivating staff working here. This organisation provides the good service charge and it is considered as top ten ranking for high service charge payment. However, the base salary is not that high but it is average range of pay within the industry."(M17-ICH)

"Base salary is different in each job role but service charge is shared equally and the minimum wage is still the issue. Therefore we received the same amount of base salary although I and my colleagues work in different job roles...so it is unfair and unreasonable pay."(E22-LH)

Participants in this study emphasised the importance of “good pay” or total financial package, i.e., base salary and service charge, which is presented as “competitive pay”. One of the reasons why participants feel underpaid when compared to their other colleagues is the introduction of Thailand’s nationwide minimum wage, in place by law since 1st January 2013. This will be readjusted on 1st January 2017, this policy subsequently forced hotel management to adjust the wage of any employees who received a monthly salary below 9,000 Thai Baht (approximately 180 GBP). The minimum wage issue causes staff to compare themselves with other colleagues in different job roles.

This issue was similar to that raised by a NCH employee. For example, front line employees in receipt of the minimum wage feel underpaid when compared to their other colleagues. It is clear that chain hotels provide an attractive monthly service charge, but the base salary is uncompetitive because of the national minimum wage adjustment policy; skill-based pay structure is not applied,

In terms of service charge, the normal practices of hotel businesses are driven by hotel service charge, as service fee charged per guest and which cover gratuities of all hotel employees; service charge payments are usually allocated to all employees equally and are considered as an incentive as well. Although hotel employees are least satisfied with their service charge, base pay is still a major concern.

Interestingly, other participant from LHs provided different viewpoints on his organisations’ based-pay. LH’s participant elaborates how LH management manage pay in the organisation, as reflected by E17:

“...I am not satisfied with my salary...my friend who works in other hotels gets pay higher than me. Management wants to control the payroll and have policy for controlling base pay but providing bonus, which does not fit with our needs.”(E17-LH)

Due to the nature of LHs, hotel revenue comes from only one source; therefore, offering base pay to compete with chain hotels is a critical decision for management. LHs use incentives to motivate their staff, but it seems monetary rewards are less attractive as employees focus on base pay.

According to the qualitative data, all participants in this study perceived good pay as the combination of base salary and service charge. It is clear that chain hotels provide an attractive monthly service charge, but the base salary is uncompetitive due to the national minimum wage adjustment policy. The minimum wage is still a concern of LH employees; however, they still feel that their base salary is less competitive and using incentives as additional monetary rewards does not fit their needs.

4.3.2.7. The remuneration package

Apart from financial package, the respondents were also asked about the benefits provided. Chain-hotel employees are satisfied and agreed that the benefits provided are comparable to those offered by other hotels. Fringe benefits commonly include health insurance, group-term life insurance, education assistance, childcare, cafeteria or staff canteen and employee quarters etc.

Details of how NCHs manage benefits are shared by participants (E11):

"Overall benefits are good and better than others hotels, for example; the health benefits; A doctor stands by in the hotel. When we are sick, we can see the doctor in-house instead of go to clinic or hospital, it is very convenience."(E12-NCH)

NCH employees emphasised the importance of healthcare benefits, including on-site medical health check-ups, on-call doctors in-house and other healthcare support and advice relating to fitness and lifestyle. Other benefits, such as vacation, provident fund and pensions also fit with staff needs and their expectations.

For ICHs, employees focus on fringe benefits in ICHs differently from NCHs. Qualitative research elaborates the differences: the participants were asked to indicate the level of satisfaction with fringe benefits, as M08 from different ICHs explored:

"I think... it is benefits that retain staff and are covered to staff family. The main difference is benefits and cover to staff family, i.e. children, family, children sponsorship for staff who received the good performance grade."(M08-ICH)

Fringe benefits in ICHs differ, and their focus is placed on the design and availability of benefits packages based on “family concept”, by extending the benefits to employees’ family members. The ICHs go to lengths to ensure that an employee’s family becomes part of the organisation – consistent with strong brand image and the all-consuming nature of work that requires workers to work out of office hours and during their family time, surrendering some element of their WLB. Employees are expected to work hard and this work ethic also translates into sponsoring children who succeed and obtain good grades in school, indicative of a work culture of success and achievement, but one that is ultimately underpinned by performance.

Similar to others hotel participants, the LHs respondents were also asked about the benefits provided. Chain hotel employees are satisfied and agreed that the benefits provided are comparable to those offered by other hotels, whereas LHs somewhat agreed to this practice. LH employees rated difference among competitive pay and benefits provided and they are somewhat satisfied with the benefits provided, which differs from chain hotels employees, as discussed. M16 provides an overview of the benefits provided by her hotel:

“The company has the group health insurances. However the benefits do not cover my family, which my elder parents need health care so I have to take my mother to hospital if she gets sick and this is my cost...”(M16-LH)

While those working in LHs experienced healthcare provision, this was not extended to family members and this is a major difference between ICHs and LHs.

In summary, apart from a competitive base salary, most hotel employees take hotel fringe benefits (including service charge) as a retention factor, although they are motivated by base salary more as it is directly supports their cost of living. Other fringe benefits include staff quarters, uniform, laundry service and meals, especially benefits cover to their family members, which enable employees to live in relative security and manage their income more effectively. This is considered as indirect support. The benefits offered also

complimented their total remuneration package, influencing them to stay in or quit their jobs.

4.3.2.8. Performance Management Systems

Regarding PM systems, chain hotels are satisfied with their organisations' PM systems which the qualitative data helps elaborate how PM systems are implemented differently from LHs; one participant explores the PM systems in place:

"The supervisors will ask employees to complete the performance appraisal form on each topic. And then the supervisor provides feedback and also recognises the past contribution. Fair-PM systems engage staff to stay."(E10-NCH)

NCH's performance appraisal is two-way communication, allowing supervisors to provide constructive feedback on individual staff performance and its improvement. Furthermore, the involvement of key stakeholders helps to provide a sense of fairness and transparency.

It has been clearly seen that chain hotels use PM systems as tools for recognise staff contribution, which helps engage staff to maintain their service standards and their productivity. The appraisal scores are also validated, so they do not rely on a single individual opinion to ensure that systems are fair and transparent as participants' experienced:

"For the appraisal, every managers will have a meeting and they will vote final score for staff. The result is from the majority. Performance appraisal is fair."(M15-ICH)

The ICHs employees have been advised how to complete their appraisal and results are validated by third parties and used for personal development, which indicated transparency and fairness PM systems. However, chain hotel employees still suffer from the problems of PM systems which lack a clear link between staff performance and rewards systems. Participant M17 noted:

"PM systems do not relate to reward and pay systems, so staff are not motivated to work and improve their performance because they think that nothing happened if they improve their performances. For example, every staff got bonus one month equally based on hotel performance not individual performance..."(M17-ICH).

It is common practice that all policies and procedures under ICHs are standardised, transparency and fairness, clear objectives in key performance measurement by communicating to all staff levels, so the yearly bonus is allocated based on hotel business performance rather than individual staff performance. This policy might not motivate staff who perform exceptionally and expect to get attractive monetary rewards; therefore, participant (M17) in managerial level suggested that PM systems should integrate with other retention practices, i.e. incentives, rewards and recognitions, individual development plan and career progressions, helps to engage staff with their respective organisations. Resulting in, both chain hotels employees expected their HR managers to revise PM systems policy and tie it up with other retentions practices.

Conversely, LH employees were somewhat satisfied with their organisations' PM systems. One employee of a LH commented on their hotel's experience with PM systems:

"For performance appraisal...because I think the criteria are not so fair, you have so many key measurements and sometimes it takes you out of the performance based on their job scopes actually. The performance systems linked with bonus, again, if it is not reflect the real performance, staff who performs well received the low incentive and definitely, it demotivates staff."(M06-LH)

Performance-based pay is implemented in LHs and is easy to establish, as it is an independent decision from the management team. Participant (M06) agreed with 'Performance-based pay' practices; however, she suggested that KPIs should be clear, transparent, fair and relevant to job scope, so performance grading will identify areas of improvement. The independent decision appears to be somewhat dislocated from employee expectations and is not linked to the scope of the job as experienced by staff. As a result, the performance appraisal process in LHs is viewed negatively and serves only to demotivate staff.

Non-standardised PM systems suffer from bias and favouritism:

"If boss favours someone special, then he will give the good pay and career, even though that person has not performed or the performance-appraisal score is quite low. It happened because of poor PM systems and allow the favouritism to impact staff motivation."(M16-LH)

The critical issue of lacking transparency and unfair PM systems, highlighted above, can mean that incentives are not given based on "real" performance, which can result in staff demotivation if the PM systems are tied into the reward systems. These reasons cause LH employees to be somewhat satisfied with PM practices used as retention strategy.

4.3.2.9. Career progression

In this study, career advancement covers career opportunity policy, including promotion from within and international career path establishment. The quantitative data shows the difference among each hotel type regarding their HR policies and practices. NCH employees are satisfied with the career path provided by their respective organisation, although it received the low rating compared to other practices.

The participant from NCH described what is understood in terms of career advancement and how management and supervisors support and communicate in terms of career progression:

"I think career path influence me to stay here, it is the indicator for my career progress. My manager told me that I have opportunity to get promotion not only in this property but there is an opportunity to growth in other properties. The advantage of this chain is number of properties. The corporate and HR will advise staff. The staffs can demonstrate their competencies and get promote into the next position."(OS02-NCH)

Participant (OS02) experienced the managers and HR managers driving employee motivation by communicating career development roadmaps and development plans to support employee career progression. Apart from the career progression policies, an effective communication and career progression execution plan is also considered as a factor to help this retention plan. It is obviously seen that chain hotels are also able to make stronger commitments to their employees in terms of career progression, as they have many properties under the same chain.

An ICH participant provides insight into career path policy implementation, in which their direct supervisor plays a crucial role:

"Actually, it was discussed last year. I worked here for a year and improve my weakness...just because I would like to growth in my career but I had been told that I can't grow because the career is limited. These all impact my motivation. I properly look for the new job soon."(M17-ICH)

"Any staff who are dedicated and are good at work, it's the chance, if there is the change in chain group and if the position is vacant. However, the supervisor will consider promoting the staff with long periods of service. Regarding staff turnover here, people left for higher positions because our positions are not vacant."(M14-ICH).

Although career progression policy has been established, ICH participants who do not benefit from such policy appear to be less committed to their respective organisation because of ineffective communication of career advancement policy and execution plan, as stated by M17. However, participants (M17&M14) in managerial level perceived that their hotels provide only the traditional "hierarchical approach" to career path design, which emphasises seniority promotion systems.

ICH employees have different views on career progression, participants M08, from another ICH, describes career paths within their hotels that allow staff to move across functions if their skills fit the job roles:

"The organisation provides the opportunity for career growth, therefore most supervisors grow up from staff level with a remuneration package based on their job level so they are high commitment. They provide the opportunity to growth and cross-function in the organisation."(M08-ICH)

It is obviously seen that chain hotels also establish career path strategies for staff by providing opportunity for career growth, enabling their people to move across the same brand in different hotel locations. HR policy regarding "promotion from within", which considers internal resources to fill vacant positions rather than recruiting external candidates and staff individual development plan, as well as rewards, incentives are connected together to ensure that staff have to demonstrate their competency in meeting the new position requirements.

In summary, the reason which caused ICHs to receive a lower mean rating when compared to NCHs is poor communication with employees regarding their career, despite many alternative options in other chain properties to support staff career movement.

For LH employees, the policy of career promotion does not take place, and one participant observed the tension their colleagues' experience: explaining why this is the case;

"I think, my colleagues who have worked for two or three years, they need promotion and salary increment but I have not seen the career path policy was communicated and implemented."(E17-LH)

Participant E17 is supported by participant E22. Participants elaborated that those employees who have been with the organisation for few years are looking for career progression:

"Absolutely, I want to know where we are heading for... here, small LH so my career is limited because my manager is still here and she plans to retire in the next 15 years. I don't think I can wait that long so I am thinking about to change the job if there is a good position."(E22-LH).

Career path progression practices and policies have not been implemented, and it can be assumed that LH employees perceived that LHs have 'seniority based promotion' and, in addition, LHs are limited to one property; therefore, staff perceived only hierarchical career growth, making participants believe they are lacking career growth in these organisations. LH employees expected the role of managers and HR managers who drive employee motivation by communicating career development roadmaps and development plans to support employee career progression.

In summary, chain hotels are able to make stronger commitments in terms of career progression, as opposed to LHs with just one property in Thailand. Although a career path policy is in place, management and direct supervisors support and effective communication are the issues causing ICH to receive lower ratings than NCHs. On the other hand, LHs received the lowest mean rating; most hotel staff are somewhat agreed in this since there is unclear

career path progression and hotels have not established career advancement policy, as qualitative data indicated.

4.3.2.10. Training and development

Training and development is also considered as a retention practices for hotel employees, in order to ensure that employees provide services based on hotel standards and procedures, especially in the case of chain hotels. The respondents were asked their level of satisfaction in regards to training and development to identify how well they are provided by their organisation. Again, chain hotels employees were very satisfied that their employers provide training to support their performance. The participant provided positive comments on training procedures and also discussed how training and personal development help to engage staff, which is integrated with other retention practices:

"We have trainings, makes employees proud of our brand. We have efficiency to work. The employees possess the knowledge and ability to grow in the career path. Once they are still here, they have to learn to gain experience in hospitality from this hotel. Training is very important. Employees are confident to work and grow in this career both inside and outside the organisation under the same chains."(M03-NCH)

The chain hotel employee development is tied into HR practices, e.g., career path development. However, it is obvious that training curriculum of chains hotels tends to be focused on organisational compliance or peripheral service procedures and standards which support staff to move across other properties under the same chains with a strong background of service standard policy and procedures as it is standardised.

By nature of "Skills training and developments" in chain hotels, they focus their training on product knowledge and service standards in order to ensure organisational compliance due to the nature of chain hotels. This training is criticised for its depersonalised and limited nature:

"Training focuses on brand standard, policy and generic brand knowledge security standing for approximately 30 hours. Sometimes staff needs more in technical training. For example, the security standard training schedule will be peak hours. The topic is not related to our work

directly. As a result, staff don't want to attend the training because it can't be applied to their jobs.”(M17-ICH)

The quotation from M17 would imply that the performance appraisal process is not tied to the training and development process by identified area of technical and soft-skills improvement. Rather than focusing on the key tasks pertaining to specific roles, training is only offered at “brands” level. This finding is particularly surprising given the international nature of these hotels and the extent to which they need to transfer practice across each of their locations. As a result, ICH employees lack understanding of how this is necessary for their professional development. Also training schedules do not fit with their working time to promote WLB and, as a result, this practice does not motivate them to attend; however, brands standards and hotel compliance training are viewed as a chance to move across other hotel properties and move up the career path under the same brands. They also expect their operational managers to be flexible in terms of working schedule fitting with training schedules, in order to support their WLB.

Conversely, LHs employees were somewhat satisfied that they received enough training and development. Training and development suffers further in LHs as participants commented on how their hotel's management team views staff training and development:

“If training is provided, it is likely to be a factor that supports our workflow and develops staff technical skills. Here, management does not focus on training and staff development. Training budgets are not allocated to all staff, but it is selective staff for training. There is approximated 10,000 baht (£200) per department and this amount is for 20 staff.”(E22-LH)

Participant (E17) similarly comments with E22:

“I joined this hotel almost 3 years ago, which I have never received any technical trainings to enhance my skills. However some colleagues have chance to attend training which I have no ideas how training budget is allocated.”(E17-LH)

Participant (E22) commented that the management team has not prioritised supporting staff training and development, so it can be assumed that LHs are cost-conscious and training programs are not focused on technical training and soft skills for improving hotel employees' capability.

LHs suffer from tight budgets and therefore have to adopt a more exclusive approach to their allocation of training. In the absence of training plans and systems that are tied to the performance appraisal process, employees lament that this is not an equitable or transparent process and, as a result, they feel unfairly treated. While ICHs were criticised for their focus on brand compliance issues, employees working in LHs have limited access to training and, therefore, limited promotion prospects.

4.3.2.11. Challenging job roles

Due to the routine nature of hotel jobs and shift working, the respondents were asked to indicate level of satisfaction of their job scopes and responsibilities that their organisation provided. NCH employees were satisfied with their job scopes. The qualitative data helps explain why NCHs received the highest mean rating.

The job scope and responsibilities were considered to be vital in retaining personnel. However, the nature of this challenging environment is important according to E11 – it needs to incorporate a team element, as well as incorporate key points of feedback:

"I worked as a chef so I have an opportunity to create the new recipes although some tasks have to follow the service procedures policy. Challenging job is a factor keeps me here."(E11-NCH)

An individual's autonomy is also important and employees working within Thai hotel chains believe they have the freedom to make decisions but are able to ask for help when they need it. OS07 states:

"I am satisfied with my job roles as I have been given the full authority for making decisions...If I am not sure, I have to ask or discuss with my supervisor for the solution. If I am confident in my solution, I can go ahead. This is making my job... more challenging as I have to solve the different problems every days that make me learn."(OS07-NCH)

NCH employees (E11 & OS07) have the opportunity to initiate their own work, based on job roles and empowerment given in terms of decision making. Apart from challenging jobs, participants get support and receive recognition from their supervisors and colleagues, team-based working styles which helps to

create a good working environment, resulting in higher organisation commitment, as expected by all NCH employees.

Due to the nature of hotel jobs being routine and shift working, ICH employees are somewhat satisfied in this practice. The qualitative data helps explain why ICHs received a mean rating lower than NCHs. The jobs scopes and responsibilities were considered to be vital in retaining personnel.

ICH participants also similarly perceive 'job scopes and responsibilities' are overloaded and are stressful job as M17 stated:

"In this situation, I am not happy working here because of job scope, Emm....it is the workload, I have to take responsibilities for operation and they expect me to go out for approach potential guest which is not my area of responsibilities...hotel jobs are routine, have to follow service standards and nothing challenge me. Sometimes, it is very stressful for some projects. For example, the hotel revenue drops, management put pressure on staff and asked us to find more potential hotel guests."(M17-ICH)

The ICH employees experienced unclear job roles, which lead to a stressful job. For example, participant (M17) was assigned to approach potential hotel guests, which is out of the scope of responsibilities in the original employment contract agreed. It can be assumed that the new job roles did not fit with her skills and competencies.

The reasons why ICH employees were somewhat satisfied with their job scopes might be unclear job scopes and responsibilities. The responsibilities, related procedures of certain jobs reduce employee enthusiasm, especially in roles that require meeting and maintaining required hotel service standards, subsequently demotivating the above participant through lack of challenges.

For LHs, they were satisfied with this factor as they also feel that routine job procedures are unchallenging and lead to the intention to leave:

"My current job is not challenging... I can perform the current work. But if you ask, am I happy? I would say I am not happy. It's the daily work and routine. Most of responsibilities are paper worked, filing the documents so nothing is challenging me and my boss has never assigned me for the new assignments. Maybe thinking to change the job at the end of this year."(M16-LH)

Participant (E16) felt that there was overloading in her job assignment, causing work-life imbalance and demotivation; this appears to be a key feature of employment within a LH:

"The workload is high and I had to stay longer than working hour. It resulted in bad WLB. I spent most of my time at work and did not have my own time...When I moved here, I feel the differences. It might be the job characteristic is different. It is not the organisation with operations in it."(E16-LH)

The quotation from M16 implies that LHs are centralised in nature, with bureaucratic management styles and participants in managerial positions lacking empowerment. This is in contrast to NCHs, which allow staff to explore their skills and competencies to perform job assignments; however, there are some job roles that required adherence to service standards, which may result in lack of challenges. Additionally, the overloading with job assignments can make employees burn out easily. Thus, job design and challenging job assignments are considered to be a key factor influencing retention; however this tends to remain the remit of line managers who decide and identify the scope of diverse employee roles. As a result, qualitative data results contradict the survey results, which identified that LHs satisfied the jobs scopes and responsibilities.

4.4. Conclusion

In this chapter, the quantitative results indicate that NCH always receive highest mean rating, followed by the ICHs, except for the factor, the performance management systems practice, which received the highest. LHs received the lowest mean rating in all practices. However, one-way ANOVA results show that there are significant differences in retention practices between chain hotels and LHs based on employee perception on expected retention practices (Appendix 7). The summarizing of employees' expectation on retention practices in different hotel is categorized by hotel type (Appendix 8).

Table 4-3 The summary results of employees' expectation of each retention factor that employees expect in building their (personal) commitment to the organisation

Practices Ranking	NCHs (N=214)	ICHs (N=132)	LHs (N=111)
1	Relationships with my colleagues	Relationships with my colleagues	Relationships with my colleagues
2	Relationships with management team	Job security	Relationships with management team
3	Relationships with line manager	Relationships with management team	Job security
4	Job security	Relationships with line manager	Total remuneration package
5	Total remuneration package	WLB	Relationships with line manager
6	WLB	Pay	Pay
7	Pay	Total remuneration package	WLB
8	Career Progressions	PM Systems	Training and development
9	Training and development	Career Progressions	Career Progressions
10	PM Systems	Training and development	PM Systems
11	Challenging job roles	Challenging job roles	Challenging job roles

According to quantitative data, the results present the mean ratings regarding employees' expectations for each retention practice driving organisation commitment in different hotel types by ordering from highest to lowest mean, starting with NCHs, followed by ICHs and LHs. Overall, irrespective of hotel type, the hotel employees expected "Relationships with colleagues" as it received the highest mean, followed by good management team, which was also considered as a high retention factor for Thai hotel establishment. Job security was rated as a very important factor in each category, but was more prevalent among the chain hotels. Good relationship with operational manager including managers' supports was expected for building organisation commitment. This was followed by good WLB among Thai hotel employees, perceived this as an important factor due to hotel operations requiring 24 hours of shifts.

NCHs also placed more emphasis on a remuneration package than they do good pay alone. On the other hand, both ICHs and LHs employees place more emphasis on good pay than they do good remuneration. However, the mean rating between pay alone and remuneration package showed only slightly differences, suggesting the importance of a reward bundle. The practices more closely associated with a formalised HR system ranked lower in the hierarchy of employee expectations across each of the hotel types. For other HR practices, the NCHs employees were more concerned with opportunities for promotion than training development and PM systems. Interestingly, the ICHs were more concerned with career progression than their NCHs, suggesting that employees in ICHs will have a greater possibility to develop their international careers, which is at odds with the low ranking of challenging work and training and development support. For LHs, they were more concerned with training and development than career progression and a PM systems. It appears that LHs were also less concerned about challenging job roles.

Regarding employees' experiences, the quantitative results indicate that NCHs always receive highest mean rating, followed by the ICHs, and LHs received the lowest mean rating in all practices. NCH employees were likely to be satisfied in all practices and received the highest mean rating in overall job satisfaction and all retention practices. ICHs and LHs received slightly different ratings in the overall job satisfaction, although ICHs rate most factors higher than LHs.

One-way ANOVA, however, interpreted that there were significant differences in retention practices between chain hotels and LHs in 'Working relationships with line managers', the practices of 'WLB', 'Training and development', 'PM systems', and 'working relationships with colleagues' had significant differences among each hotel type. Other practices also showed a significant difference between NCHs and the other two hotel types based on employees' perceptions on expected retention practices.

Overall, each of the respondents, irrespective of hotel type, were satisfied with working relationships between colleagues and received the highest mean rating across all items, as shown in table 4-4. The factor of 'working

relationships with line manager' was ranked as second, based on chain hotels employees' perspective; however, LH employees had different views about 'challenging job roles, who were satisfied with this factor. The factor of 'Job security' was ranked as the third place as a crucial retention factor for those working in seasonal business, as it is shaped by hotel occupancy and Thailand's external impact of economic and political factors. Other practices indicated various perceptions dependent on the group of respondents.

Table 4-4 The summary results of hotel employees' satisfaction in each of the existing retention practices

Practices Ranking	NCHs (N=214)	ICHs (N=132)	LHs (N=111)
1	Relationships with colleagues	Relationships with colleagues	Relationships with colleagues
2	Relationships with line managers	Relationships with line managers	Challenging job roles
3	Jobs security	Job security	Job security
	PM Systems		
	Challenging job roles		
4	Relationships with management team	PM Systems	Relationships with line managers
5	WLB	Relationships with management team	Total remuneration package
		Total remuneration package	
6	Total remuneration package	WLB	PM Systems
7	Training and development	Challenging job roles	Relationships with management team
8	Career Progression	Training and development	Pay
			WLB
9	Pay	Pay	Training and development
Practices Ranking	NCHs (N=214)	ICHs (N=132)	LHs (N=111)
10		Career Progression	Career Progression

*This summary results of mean rating of hotel employees' satisfaction of each retention practices (ordering from highest to lowest mean) that their organisation provided in building organisation commitment.

Data from the qualitative research for this study helps explain the differences between hotel types in regard to each retention practice. In summary, working relationships with colleagues, line managers and management team are in the top five retention practices which all hotel employees indicated that can fulfil employees relational contract, which lead to a good working environment and creating organisation commitment.

Employees in all hotel types perceived that 'Relationships with colleagues' involved the behaviours of getting support among their team members and having social connections after work were important to build organisational commitments. Chain hotel employees stated clearly that they expected HR managers to promote 'Team based working styles', e.g., team work activity, and this leads to a good working environment and the sustainable growth of the organisation. All hotel employees perceived that good working relationships with colleagues help to create a good working environment; similarly, with relationships with management teams and operation managers.

The qualitative data also indicated employees' experiences in 'Working relationships with colleagues' helped to engage them within their respective organisations; it is obvious that there are some differences in organisation culture between chains hotels and LHs. Chain hotels promote a team-based working environment, whereas LH employees may work more independently, which includes focusing on individual achievement and promoting a result-oriented mind-set. However, participants explored that poor relationships with colleagues is not considered as a critical factor influencing intent to leave.

All hotel employees expected physical closeness from the management team, as well as from their line managers, would help to engage staff based on all hotels employees' expectation. Hotel employees perceive a good management team or good leader is like close friends or family members, taking care of staff, supporting them, etc., and if working relationships are good, it will help boost staff job satisfaction. The management practices of ICHs can be used as employee retention strategies, because the frequency of interaction between management and staff makes staff feel that they are given attention. This physical closeness seems to encourage positive emotions and motivation at work. Whereas this sort of management behaviour is hard to find in NCHs and LHs.

The 'Relationships with their operational managers' was equally important in persuading people to stay in the job, and similarly with good working relationships with colleagues. All hotel employees expected their line managers to be a resolver, supportive and helping fulfil psychological contract,

such as career progression and financial rewards. Regarding employees' experiences, both chain hotels stated that they have good relationships with their managers, whereas LH employees somewhat agreed. Both chain hotels participants described similar characteristics of their line managers, e.g., caring, supportive, resolving problems, coaching, providing constructive feedback, and treating staff fairly and with respect, which promotes good working relationships, while these experiences were missing in LHs.

In terms of job security which related to brand reputation and long-term employment and financial security, chain hotel employees felt proud of their brands which make them more confident about their long-term financial security and future career, as they operate many worldwide properties as opposed to LHs with just one property in Thailand. Whereas, LHs perceived and expected 'job security' and 'famous hotel brands' will help their future careers and their working profile, focusing on personal goals. Within this context, these are the key differences between chain and LH expectations.

The WLB refers to the number of weekly working days: chain hotels have two days and one and a half weekly day-off while LHs are still one day weekly day-off. This is considered as a major difference among chain and LHs for promoting WLB policy. All hotel employees expected five working days per week and also expect their management to revise the number of working days; they believed that it can be used as a retention strategy.

Regarding the total remuneration package, all employees expected their management teams to review and consider skills-base pay structure in order to compete with the market. The uncompetitive pay factor is a major concern, especially in connection with the minimum wage policy in force from January 2013. Although most hotel employees take hotel fringe benefits (including service charge) as a retention factor, base salary is of more concern to them as it directly supports their cost of living and they expect benefits to cover to their family members. Only ICHs provided fringe benefits covering family members. The benefits offered also complimented their total remuneration package, influencing them to stay in or quit their jobs. Health care benefits

should be provided for NCH employees. LH employees expected their annual leave to be revised in order to support WLB policy.

The career progression appear to be less a concern for chain hotel employees as they are aware that they can move across other hotel properties under the same brand. However, they expect their managers to support their career growth and should not be limited only to a traditional hierarchical approach. It can be assumed that the issues of poor communication regarding career path caused ICHs to receive lower ratings than rating NCHs. Chain hotel employees expected the practice of career progression to be tied to other practices, e.g., training and development and PM systems. The way chain hotels manage other practices, i.e. PM systems, training and development, have to comply with global standardisation and service procedures, therefore some chain employees expected to have more flexibilities on their technical training requests as they experiences each HR practices were isolated.

The PM systems of chain hotels allow direct supervisors to provide constructive feedback on individual staff performance and its improvement; however, chain hotel employees perceived that PM systems are not integrated with other retention practices, such as rewards and recognition, coaching and personal development plans. Interestingly, LHs implement 'Performance based pay' systems; however, LH employees still needed HR managers to communicate PM system procedures and ensure that this process is standardised, fair and transparent.

The difference in training and development between the two types of chain hotels is NCHs also promote a learning and development environment allowing training courses that fit with individual employees' needs such as English language. It appears that chain hotels tend to be focused on organisational compliance, in order to maintain service standards. Whereas LHs suffer from tight budgets; therefore this practice cannot be used as retention strategy for hotel employees.

Finally, challenging job roles received the lowest mean rating across all hotels, which is less a concern for hotel employees as they aware of the nature of

hotel jobs. They emphasised other retention practices rather than this practice to build the organisation commitment as it is considered as intrinsic job motivation. However, this factor depend on individual hotel employees' perspectives. The summary of the differences in hotel employees' expectation of retention practices categorised by hotel type is shown in appendix 8.

The next chapter discusses and concludes the findings of the study in light of the extant literature reviews.

Chapter 5

5. Discussion and Conclusions

5.1. Introduction:

This chapter discusses and concludes the findings of the study in light of the extant literature and explores the gap between employee expectations of retention practices and their experiences of these practices in local, national and international chains hotels. The study adopted a multi-method approach and sought to answer the following research questions. The thesis examined workforce expectations and experiences of work relationships, job security, WLB, pay and remuneration, PM systems, career promotion, training and development and challenging job roles including examined the role of hotel managers and HR practitioners retain their employees through these HR practices. Data from the interviews was then used to unpack hotel employees' experiences and provide reasons why they were satisfied with each retention factor. The research seeks to synthesise the various empirical strands that provide answers to the research questions identified. Each research question will be discussed through a synthesis of the evidence gathered through each of the research stages. This chapter examines the implications of these findings for practice and, as such, discusses how managers in five-star hotels seek to address any imbalance between expectations of practice and actual practice. This is followed by recommendations, contributions to practices and knowledge including a discussion of limitations and the suggested direction for future research.

5.2. Assessing the gap between employee expectations and their experiences of HR practices in luxury five star hotel in Thailand across hotel type.

5.2.1. National chain hotels (NCHs)

Komin (1990) noted that Thai culture is relationship orientated with hierarchical social systems. The NCH employees acknowledged the importance of a good

working environment through having good working relationships with colleagues. Therefore, their expectations focus on a positive working environments and team-based working through gaining support from colleagues, senior managers and line managers. This is consistent with their experiences and NCH employees believed that good relationships with colleagues resulted in collaboration and helped them to perform well and achieve personal goals and individual long-term career aspirations. *“...If we have good supports from colleagues, my job will be good as I have a good team.” (E10-NCH)*. Thus, team-based working was highly prized by employees and independent working styles were seen as barriers to getting a job done. Therefore, they kept maintaining good relationships with colleagues by working as a team, having clear and open communication. It appears that open communication and socialising after work reconnected them so they could work together well, helping employees to resolve conflict and improve workflow. OS03 stated:

“Colleagues are persons who support each other, encourage and sympathise (have nam jai). We work in a team and have discussed the problems as well. After work, we have dinner together.”(OS03-NCH)

Despite the importance placed on good working relationships and the Thai aversion towards conflict (Siengthai and Bechter, 2005), such conflict in the workplace was unavoidable due to miscommunication and individual working-style differences. This was illustrated by M02 who stated:

“Conflict with colleagues is properly a part of my decision to leave the job, individual has different perspective. I am thinking about...sometime we have conflict, however; we have to realise that we are the same team, we discussed and then conflict was resolved.”(M02-NCH)

Unresolved conflict may lead to poor working relationships, demotivation and the desire to leave consistent with Holmes et al. (1995); Thanasankit (2002) found that Thai communication styles were the fundamental construct of good relationships that were unique and sought to avoid conflict by taking the Thai norm “hai kiad” (treating people gently) in establishing relationships and minimising conflict with colleagues. It appears that NCHs promote team-based working among co-workers and therefore there did not appear to be any gaps

between employees' expectations and their experience of working relationships with colleagues.

In terms of relationships with management/senior managers, it appears that NCH employees acknowledged the importance of senior managers' support in order to foster organisational commitment. Therefore, their expectations focused on physical closeness by having interaction and getting involved in decision-making with their senior managers as NCHs appear to operate a hierarchical social system (Komin, 1990). The finding reveals a gap between employees' expectations and existing practices in "good relationships with management". Although the survey results indicated that NCH employees were satisfied with their management team, the interviews did not support this. These details were given by OS03 and E11:

"The management team focuses on revenue figures. The management team does not pay attention to staffs, especially operation staffs. They may resign due to this problem."(OS03-NCH)

"The management's concern is on money, it will make us concentrate on money more than development and working independently."(E11-NCH)

Participants S03 and E11 experienced their psychological contract being breached due to lack of attention by senior managers who were focused on company profits and ignored the need to support operational problems, yet participant S07 experienced the fulfilment of contract obligations in terms of job security and financial stability, *"We still receive the service charge and management did not ask staff to volunteer take unpaid leave as normal practice."*(O07-NCH). In this regard, NCH employees had different viewpoints on their manager's actions and much depended upon whether they were task-oriented rather than people-oriented. Task-oriented managers appear at odds with the need for good social relations and consistent with O Moore and Lynch (2007) the impact of task-oriented leadership can lead to poor information flow and a competitive atmosphere, low satisfaction with leadership, issues with work control and a negative workplace climate.

Findings revealed that participants still held positive views of the ability of senior managers to respond to feedback and to invest in operational systems

to reduce manual operations. Therefore, participants would like to have the power to speak directly to senior managers who typically have approval authority for changing or amending policies in the organisation, *"If I have power, I dare to raise this issue with top management and tell them about the staff feedback regarding the operational issues..."(E18-NCH)*. However, direct interaction with senior manager was rarely seen in the Thai workplace due to the hierarchical management and the high power distance in Thai culture (Hofstede, 2007; Komin, 1990). This is considered a barrier to manager/employee interactions and sends strong signals to the individual and their psychological contract (Rousseau, 2004).

It would seem that managerial intervention to create team-oriented working was still required, as suggested by M02; *"HR should help to provide activities and it will help staff and management get connected together."*(M02-NCH). The role of HR manager was expected to be pivotal in shaping team-based working and fostering social relationships in the workplace. This might lead to employees' perceptions of their transactional and relational contract obligation being fulfilled, which in turn might give rise to higher commitment and discretionary behaviour (McDermott et al., 2013).

While it has become vital for senior managers to focus on hotels' revenue-driven targets, it is obvious that NCHs fail to communicate managerial vision because of the limited awareness amongst employees to understand the focus on revenue targets, as illustrated by participant OS07:

"Actually, top management keep their promise by promoting job security. For example, during economic crises, such as the political and flood crisis, we still receive the service charge and management did not ask staff to volunteer to take unpaid leave as normal practice."(OS07-NCH)

Job security was a crucial factor for NCH employees, such as those working in hospitality, due to the seasonality of the business. Therefore, they expected their hotels to promote brand reputations which lead to long-term financial and job security. Although the NCH employees did not interact with their senior manager as they expected, the NCH senior manager still kept their promises on job security. Thus, employees in NCHs appreciated the extent to which senior managers sought to continue their practices despite economic crises

impacting the business. The evidence above shows that their managers fulfilled the relational contracts to continue to pay wages and give other incentives by absorbing the risks caused by business uncertainty (Rousseau, 2004). This implies that job security leads to long-term financial security, which means keeping promises in regard to job offers even though hotels can be faced with a crisis, e.g., economic, political or financial obstacles. The findings revealed that job security is one of the most influential means of motivating Thai hotels employees, particularly in time of economic downturn. These findings were corroborated by the studies of Mohsin et al. (2013) found that job security, earnings and additional benefits were the antecedents of employees' intentions to leave.

Employees in NCH expected to work with good managers who had a sense of caring, were supportive, focused on resolving problems and treated staff fairly. Findings indicated that NCH employees were satisfied and held positive perceptions of their direct supervisors/managers because their managers created a sense of family through frequent interaction therefore there did not appear to be any gaps between employees' expectations and their experience of working relationships with managers. Moreover, employees experienced their managers as family heads whose responsibility was to protect, support and assist them as if they were family members. This follows a pattern of benevolent paternalism, as confirmed by Bi (2012); Dean (2012). Participants stated:

"Bosses [managers] are very nice. When staff are busy, they come to take care. Overall, my supervisor takes care of all staff members like family members. Pay attention to job details. Assign tasks properly and equally. He always supports us."(OS09-NCH)

"All managers were supportive like family. It's good to have good managers. So I think it is the first factor that retains me working here. I have worked for this chain quite long, from my experience most managers act as a coach, guide me how to perform each task."(E10-NCH)

The participants described the characteristics of a good manager who had "jai dee" (a good heart). Such managers assisted open communication between superiors and subordinates and enabled employees to feel more comfortable and to ask for support from their managers. This reflects the importance of

good relationships and social harmony in the workplace (Kamoche, 2000; Sriussadaporn-Charoenngam and Jablin, 1999).

This resulted in employees experiencing that they had good relationships with their managers, preventing psychological-contract breach and enabling managers to send strong signals regarding the terms of an individual psychological-contract (Rousseau, 2004). Indeed, psychological-contract fulfilment was strongly related to the way in which HR practices and policies were implemented by line managers (Bal et al., 2010). This will be addressed next.

The HR practices of NCHs appear to be less attractive than those in ICHs because they may not have resources to compete with foreign firms and to invest in skill development of the workforce and in new technology (Kamoche, 2000; Siengthai and Bechter, 2001). As a result, there are some challenges for NCHs in managing the expectations of their workforces regarding HR practices.

NCH employees experienced issues with the need to standardise HR practices and manage brand awareness because of their multiple properties in terms of fringe benefits, training and development and career-development policies and practices. However, the NCH employees pointed out that the PM systems were clear instructions and communicated performance-appraisal processes and procedures to all staff levels.

"The supervisors will ask employees to complete the performance appraisal form on each topic. And then the supervisor provides feedback and also recognises the past contribution. Fair-PM systems engage staff to stay."(E10-NCH)

This finding is supported by Lawler and Atmiyanandana (2003); Suazo et al. (2009) who state that organisations need to ensure that their PM systems do not allow for disparate impacts such as bias, stereotypes etc. Overall, NCH employees were satisfied with the process of PM execution. At this point, the NCHs were signalling that every employee was treated fairly due to the standardised PM systems, reflecting internal equity on compensation. This is consistent with Konovsky and Cropanzano (1991) and Hemdi and Nasuridin

(2006) reported that perceptions of fair performance appraisal were significantly related to turnover intentions. This might lead to employees' perceptions of internal equity, with their contract obligations fulfilled, which in turn might give rise to higher commitment and discretionary behaviour (McDermott et al., 2013; Rousseau and Wade-Benzoni, 1994).

Furthermore, it appears that NCH managers used performance appraisal as a motivating tool for providing constructive feedback, including recognising their employees' contributions: *"And then the supervisor provides feedback and also recognises the past contribution..."(E10-NCH)*. At this point, it is strongly required the good relationship between superiors and subordinates due to Thai people are concerned with 'face'. Indeed, direct negative performance feedback, strong criticisms and face-to-face confrontation are sensitivity issues and need to be handled with care because these encounters may cause employees to lose face in work situations (Komin, 1990). It should be remarked that the performance evaluation feedback that an employee received, whether it is positive or negative, impacts an employees' psychological contract as it is direct related to the terms and conditions of employment, as suggested by McDermott et al. (2013); Suazo et al. (2009). There do not appear to be any gaps between employees' expectations and their experiences of PM systems in NCHs.

Training and development was focused on-the-job training and organisational compliance in order to maintain brand reputation. These findings were corroborated by the studies of D'Annunzio-Green et al. (2008c); Sigala and Baum (2003) who state that training in the hospitality industry ensures that employees can perform according to service standards. One manager confirmed:

"We have trainings, makes employees proud of our brand. We have efficiency to work. The employees possess the knowledge and ability to grow in the career path. Once they are still here, they have to learn to gain experience in hospitality from this hotel. Training is very important. Employees are confident to work and grow in this career both inside and outside the organisation under the same chains."(M03-NCH)

The participant explained how on-the-job trainings linked with career progression. In fact, it was the experience of NCH employees that the on-the-job training curriculum of chain hotels focused on organisational compliance and supported staff for the next career promotion because employees were able to move across to other properties under the same chains with a strong background of service-standard policy and procedures. Additionally, the NCH manager consistently sent strong signals regarding career progression, indicating the long-term employment possibilities. Participant OS02 stated:

"I think career path influenced me to stay here, it is the indicator for my career progress. My manager told me that I have the opportunity to get promotion not only in this property but there is an opportunity to growth in other properties. The advantage of this chain is the number of properties. The corporate and HR will advise staff. The staffs can demonstrate their competences and get promoted into the next position."(OS02-NCH)

It was the NCH employees' experience that their employers fulfilled the explicit contract obligation because they received support from supervisors and from HR regarding career-promotion opportunities in terms of HR policies. This signalled that their organisation had promised to provide them with long-term employment, creating job security. This is consistent with Marescaux et al. (2012); Wu and Chen (2015) who found that employees subject to skill development had positive direct relationships, signalling career security to employees and increasing autonomy, each fostering their loyalty and commitment. In fact, career advancement was still considered the most important factor in building organisation commitment, leading to high work performance according to the empirical research of Suksaranruedee and Sucaromana (2013), examining the level of working morale among hospitality employees in Thailand while other studies; Simons and Enz (1995) and Wong and Ladkin (2008), ranked wages, job security and career opportunities as the top three most important factors in motivation.

Despite this, these hotels appeared to mimic ICHs, and as such, their HR systems were based on employee perspectives that appeared equally disjointed; employees expected more integrated HR approaches to support their career expectations. These findings add credence to Raeder et al. (2012) who noted that the overall scale of HRM practices made significant predictions

of the fulfillment of the psychological contract, whereas the set of individual HRM practices did not. In fact, NCHs agreed that they had been fulfilling the explicit contract obligation in term of HR policies; however, they might believe that their contract obligation had been breached in terms of career-expectation fulfillment. In short, they had not had experience of career promotion, pay rises, off-the-job training. Therefore, there could be a gap between HR policies and practices based on employees' perspectives. The evidence of basic pay, training development and career progression supported the evidence of the quantitative data that these factors received a low mean rating compared with other factors.

The survey and interview data indicated that "base pay" was the area of least satisfaction amongst all employees. The NCH employees tended to focus on financial rewards which can be used to augment the standard of living and social status of the workforce. As a result, they expected their senior manager to review the total remuneration in order to compete with other hotels. Additionally, they preferred individual-based pay, rather than group incentives, because they believed that good performers should be rewarded fairly by pay tied to individual performance.

NCH employees felt that they were underpaid as a result of the minimum-wage policy; this caused staff to compare themselves with other colleagues in different job roles and to find that fringe benefits did not cover their family members. Although the fringe benefits provided were comparable to those offered by other hotels *"Overall benefits are good, better than other hotels."*(E12-NCH), these efforts did not adequately fit with employees' expectations of the total remuneration package, as this participant stated:

"...the service charge which I am quite satisfied with because this hotel is ranked in the top three in the city but in terms of base salary...I am not satisfied, although I received the new minimum-wage adjustment but I still receive salary equal to non-guest-facing staff."(E18-NCH)

The employees might perceive that their psychological contracts had been breached because of unfair treatment on base pay. The guest-facing staff experienced their roles and responsibilities directly impacting on guest satisfaction and generating hotel revenue and therefore they believed that they

should earn more salary compared with non-guest-facing colleagues. Thus, it would seem that employees require a sense of justice – while equity is achieved on the one hand through pay parity, the nature of work itself and whether or not a particular job merits the same level of pay is a contentious issue amongst employees.

In contrast, for those to whom the new minimum wage does not apply (managerial level), competitive pay is still concerned with building organisational commitment. Indeed, hotel employees are easily poached by other organisations offering higher base pay, as confirmed by E07:

“The management team should increase base salary and link to performance-appraisal systems and also benefits for staff. The salary base of newly opened hotels is quite high but our hotel still uses the old practice. They may choose new hotels.”(E07-NCH)

The NCH employee (E07) suggested that managers review base-pay policy and linked this to individual performance. They believed that good performers should be rewarded fairly and that this creates employee commitment if they are compensated well. This corroborates Rousseau and Wade-Benzoni (1994:466) who stated the need for “a fair day’s work for a fair day’s pay” and Chompookum and Brooklyn Derr (2004); Kim (2014), who suggested that competitive pay could foster competitive advantage and retain employees within the organisation.

The above evidence showed that employees with a transactional contract tended to seek employment elsewhere if their management failed to respond to their expectations. They used salary as a stepping stone to negotiate their base pay with new employers. This finding adds credence to Rousseau (2004) that transactional contracts are more likely to be created by employees who are sensitive to fairness issues such as pay.

Indeed, reviewing base-pay policy might not have a strong impact on improving employees’ motivation. Due to the fact that base pay alone cannot build organisational commitment, financial incentives and other benefits should be taken into consideration. “...Service charge which I am quite satisfied with because this hotel is ranked in the top three in the city...”(E18-NCH). It appears that employees are

savvy enough to focus on the total compensation package, especially the hotel service-charge payment which is usually higher than the minimum base salary at hotel operations-staff level. This is supported by Lehmann (2009) and Horwitz et al. (2003) who suggested that the combination of pay, benefits and other career opportunities was essential for retaining employees, rather than the provision of purely monetary benefits.

Competitive service charges were driven by hotel reputation as the hotel brands were recognised by international guests and therefore more popular. As a result, the employees might ignore the issue of internal equity because they were working for a chain-hotel. Working with a good hotel brand and its reputation results in “gaining face” and social acceptance in Thai society; people perceive that famous hotel brands offer a better total remuneration package, future career opportunities and job security compared with less famous hotel brands (Browell, 2000; Kitiyadisai, 2005; Pimpa, 2012).

It appears that NCHs were able to manage employees’ expectation because everything was standardised in the HR systems, indicating fairness and transparency of working procedures. However, this attempt might not be successful and might not fulfil contract obligations because of poor communication and HR practices not being well integrated to meet employees’ career expectations, as explained by E11:

“Regarding the PM systems, the result should be considered in staff weaknesses and point to development. For example, the staff’s technical skills were evaluated and the results show that they should improve. If staff focus only on the group incentive base performance, their soft skills development are not developed.”(E11-NCH)

“We have trainings, makes employees proud of our brand. We have efficiency to work. The employees possess the knowledge and ability to grow in the career path. Once they are still here, they have to learn to gain experience in hospitality from this hotel. Training is very important. Employees are confident to work and grow in this career both inside and outside the organisation under the same chains.”(M03-NCH)

The findings indicated that there were different viewpoints between line managers (M03) and operational employees (E11) in fulfilling the psychological contract. The peripheral service procedures and the training standards were experienced as explicit obligations fulfilled from the employer

perspective whereas the implicit obligations had been breached due to limited off-the-job training based on employee perspectives. The hotel employers were not able to fulfil the employees' expectations on technical-skills training and this resulted in relational-agreement violations because the employers did not convey their future intentions by investing in soft-skills training, which had been suggested. Furthermore, NCHs line manager (M03) perceived that the a bundle of HRM practices shows a substantial association with the fulfilment of the psychological contract, whereas the study's findings indicated that operational employee (E11) experienced NCHs' HR practices, such as PM systems, training and development, career progression and financial incentives were isolated that properly lead to employees disengagement. Thus, the combination of HR practices into a bundle, rather than individual practices, that shapes the the pattern of interactions between and among managers and employees, as supported by MacDuffie (1995).

Therefore, it is possible that the manager and subordinates experienced the extent of psychological-contract fulfilment differently, leading to a greater likelihood of psychological-contract breach (Hales, 2005; Lester et al., 2002). However, there was no evidence of why off-the-job training was not provided for staff based on the HR manager's perspectives. Most training and development courses, such as leadership development, were reserved for managerial levels (Lawler et al., 1997).

Although NCHs have promoted on-the-job training for maintaining brand reputation and supporting employees' career development, as discussed, this attempt might not be successful, nor fulfil contract obligations. E18 experienced training which took place out of the employee's work time and impacted their family-work balance.

"The training schedule does not fit with the staff operation work schedule and we have to attend trainings out of our working time, therefore staff is not able to get training. I think the hotel should allow us to train within working hours."(E18-NCH)

In terms of the working schedule, the employees felt that they lacked support from their line manager in arranging a training schedule to fit their working hours. This might be a barrier to fulfilling employees' capabilities if they had to

perform the new roles and meet job requirements for career promotion, as M03 explored: *"The employees possess the knowledge and ability to grow in their career path, even in other workplaces."*(M03-NCH). The existing training schedule arrangements did not convince employees to participate in any training courses because of the reasons discussed. Consequently, employees might perceive that their contract had been breached in terms of lack of support on the training schedule and off-the-job training. Interestingly, it appears that one line manager emphasised the importance of managing employees' work schedules to fit with hotel business operations, as explained by E22:

"For the WLB issue, my manager keeps telling us on this matter. For high season, we have to work overtime. She will inform us on the day we have to work overtime. For low season, we can take leaves."(E22-NCH)

NCH employees experienced the need for a give and take approach to work scheduling. To compensate for employees working different hours, or for more hours, during high season, they knew that they would be rewarded with additional leave during low season. Communicating the work schedule in advance helped to fine-tune employees' expectations of the seasonal workload and also allow them to manage their own time with their families, promoting WLB.

Although NCH promised career progression, it should be cautioned that the psychological contract might be breached because of career-promotion criteria. For example, employees had to demonstrate the skills appropriate for new positions while both off-the-job training and training schedules were limited in terms of supporting them, as discussed earlier. The NCH employees might be impatient for their career promotion because of the lack of skills training provided to bridge their skills gaps for their next position as a result of the career-development policy. This might be a barrier to employees bridging the skills gap to support their future career growth as they might perceive that they were lacking in career progression.

Challenging job assignments were considered a key factor influencing retention. NCH employees acknowledged the link between challenging job roles, career promotion and base pay, which were expected to be integrated

and managed within a cohesive HR system. NCH employees were satisfied with their jobs and responsibilities based on quantitative data. They considered job scope and responsibility to be vital in terms of retaining personnel, along with involvement in decision-making. An individual's autonomy was also important and employees working within NCHs believed that they had the freedom to make decisions but were able to ask for help when they needed it, a different situation from that of other Thai organisations, as confirmed by OS07:

"I am satisfied with my job roles as I have been given the full authority for making decisions. The only thing is I have to be sure that I'm making the right decision. If I am not sure, I have to ask or discuss with my supervisor for the solution. If I am confident in my solution, I can go ahead. This is making my job... more challenging as I have to solve the different problems every days that make me learn."(OS07-NCH)

This counters Hallinger and Kantamara (2000); Lehmann (2009) who found that Thai employees were limited when it came to expressing their opinions as a result of the hierarchical nature of Thai society and its top-down decision-making. Again, NCH employees experienced support from their managers for empowering them involving them in decision-making. This made employees feel part of the team and valued, recognised and supported in their personal development. It is clear that the employees have positive comments on their job scope and responsibilities and on managers' support, creating organisational commitment. In part, the nature of "challenge" depends on individual perspective, yet in Europe unchallenging job roles appeared to be the most significant predictor of the intention to leave (Blomme et al., 2010). However, leaving the organisation because of a lack of challenge in the job was not a significant indication of intention to leave compared with other work practices such as job security, pay, career opportunity and unfair treatment, as discussed earlier.

Indeed, the integration of HR practices can be used strategically to build organisational commitment (Horwitz et al., 2003; Suksaranruedee and Sucaromana, 2013; Thompson and Bunderson, 2003; Vallance, 1999). These findings are contrary to Kamoche (2000); Vallance (1999) in that Thai enterprises used PM systems to improve job performance, as well as training

and development to assist in decision-making about promotions and pay increases. Consequently, the NCH employees were likely to be upset when their psychological contracts were violated because they experienced a lack of support in training and career development, as discussed. Therefore, line managers might take advantage of the provision of good relationships with their subordinates to remedy the situation by communicating their expectations of each other, as suggested by Rousseau (2004); Rousseau and McLean Parks (1993). Interestingly, many scholars, e.g. Gilani and Cunningham (2017); Kimpakorn and Tocquer (2008:533); Worsfold (1999) suggested that HR practices e.g. career progression, competitive remuneration package, training and development and marketing factors e.g. employer branding directly predict increased employee brand commitment.

The employees' expectations and the different retention practices in ICHs will be discussed next.

5.2.2. International chain hotels (ICHs)

Employees of ICHs emphasised the importance of good working relationships for motivating them at work. In fact, this received the highest mean rating as compared with other retention practices. Similar to other hotel types, ICHs' employees expected team-based working through sharing the same target in order to achieve organisational goals. They experienced "good colleagues" who were supportive of one another and got on well together as achieving the team target leads to a good working environment, as evidenced by participant M15:

"I have good colleagues who work in the same department (smiles). Everyone is friendly, easy to deal with and we help together to achieve the monthly target, those who work in other departments are also good colleagues and we don't have any problems or conflict. We support each other, for example, the food and beverage department is lacking in manpower. We help them to serve the guest. I am happy to support other colleagues."(M15-ICH)

The above evidence indicates that ICHs' participants described the similar characteristics of good colleagues (e.g., supportive). It was evident that ICH employees valued team-based working through sharing the same target and supporting each other in order to achieve organisational goals, rather than

concentrating on individual target achievement. Additionally, they established good relationships by offering support and working collaboratively with each other within the same department and also with other departments. This may be explained by national culture as Thai society seeks conflict aversion and group working (Komin, 1990; Rohitratana, 1998; Sein et al., 2010). Moreover, the hotel industry tends to be more team-focused and this is central to providing a seamless face-to-face service. This is supported by Jackson (2015) who states that a good work group, or effective team, can easily help to achieve good performance results. In general, Thai people are strong collectivist culture reflecting how highly they value being loyal to a social group. This motivates the individual to work hard for group goals and to sacrifice personal benefits for group interests (Lawler and Atmiyanandana, 2003). It can be assumed that western MNCs' organisational working culture may adapt to local national culture practices but that HR strategy is linked to business strategy with a formal, long-term focus integrated with organisational objectives (Vance et al., 1992). This results in Thai society being constructed as grouped or teamwork which aims to focus on the achievement of company goals. This quotation supports the expectation of ICH employees of team-based working styles. Interestingly, ICH participants did not offer any evidence that social relations after work strengthened relationships. However, there do not appear to be any gaps between employees' expectations and their experiences of working relationships with colleagues.

Despite the promotion of a harmonious working culture in the workplace, conflicts with colleagues were unavoidable and unresolved conflict led to poor relationships with colleagues. Participant OS11 stated:

"If the conflict is with only one colleague, it does not affect my decision to leave because I have lots of friends in the department. I just do my work and co-operate in work only. So the effect is little. But if I have conflict with many colleagues, this would properly influence me to seek the new jobs."(OS11-ICH)

Essentially, the ICH employees suggested that poor relationships with colleagues had little bearing on their decisions to leave. The tension between colleagues became more significant in terms of causing resignations only if the conflict was widespread. Poor relationships with colleagues caused

difficulties in getting the work done. Correspondingly, O Moore and Lynch (2007); Zapf et al. (1996) stated a few barriers in creating good relationships in the workplace, realising that people who had less time for conflict resolution and fewer opportunities for socialising in their workplace were more inclined to be isolated from their colleagues. However, there was no evidence of how conflicts with colleagues were handled in the workplace. Indeed, employees who engage daily in positive relationship with one another create good teamwork and cooperation, crucial factors in workplace (Mayo, 2014).

The ICH employees believed that interpersonal relationships with colleagues were as important as their relationships with line managers for engaging them within the organisation. They have a similar viewpoint to those working in NCHs in terms of how a good working environment is driven by line managers. Therefore they have an expectation of a good relationship with management through having a level of involvement and physical closeness from their managers which encourages positive emotions.

The interviews revealed a close working relationship between ICH employees and their direct supervisors/managers, enabling easier communication and the greater likelihood of an understanding of the exchange relationship. The ICH employees held positive perceptions and considered their managers as good coaches, caring, supportive, focused on resolving problems, who treated staff fairly and were respectful. These perceptions were similar to NCH employees' perceptions. M17 and E14 supported the notion that:

"The direct manager is the person who coaches me directly, therefore all behaviours... directly impact the staff productivity and working direction. It is perfect and this will provide an opportunity for staff to growth in their own careers."(M17-ICH)

"My manager works closely with us. If there is a problem, the manager will let us deal first to develop ourselves. If we cannot solve the problem, ask him and he will help us solve the problem together." (E14-ICH)

The evidence above showed that good working relationships with managers led to good teamwork. They experienced good intentions from their direct managers who let them learn from their experiences on problem-solving although they were able to ask for help when they needed it. Once employees

receive support from their managers, they tend to respect them and show their loyalty (Bal, 2013, Holmes 1995). The findings revealed that the ICHs seemed better able to manage their employees' expectations in term of good relationships with operational managers and hierarchical management were not operated in the workplace. Due to the fact that hierarchical societies lead to employees having lack of self-confidence to express opinions and feel reluctant asking supports, however; a lack of getting involved in decision-making creates a barrier to teamwork, supported by many scholars (Andrews and Chompusri, 2013; Jackson, 2015; Tansuvan, 1993; Thanasankit and Corbitt, 2002; Thianthai, 1991).

In terms of management support, the ICHs were satisfied with their management team who showed more paternalistic aspects of management, with participants M14 and M08 indicating satisfaction with what management initiated.

"Management is good, work as family and help each other. If we can take care of the staff, the staff will be able to take care of the guests."(M14-ICH)

"Top management [Thai GM] is good and better than 'Farang GM' [foreign GM]... no problem, they understand and take a good care of all the staff. They support staff in problem-solving and quick fixes. He takes care of staff like family members. Apart from work, he also asks about general interests. This compels employees to stay longer."(M08-ICH)

Therefore, the ICHs seemed better able to manage their employees' expectations, as the management reinforced the notion of "a large family" within the organisation, emphasising care, treating employees like family members and seeking to sustain harmony at work (Chainuvati and Granrose, 2001; Kamoche, 2000; Lawler and Atmiyanandana, 2003). The ICH employees had positive experiences of working with a Thai GM who may have used a paternalistic approach to manage their employees compared with that of an expatriate GM. The basic assumptions of a family-oriented culture are derived from national culture and applied to the workplace. This finding is supported by Fening and Chalothorn (2014); Meyer and Geary (1993); Panmunin (1993), who stated that successful hotel operations require a management team, well-acquainted with the local culture, knowledgeable of

and sensitive to Thai service, in order to maintain the Thai way of service. Employees were able to express ideas and were encouraged to be involved in decision-making with senior managers, thereby increasing commitment.

The ICH employees appreciated the way manager worked closely with them, achieving physical closeness by taking care of them, understanding their needs and listening and trusting in them so that they felt motivated in the workplace. This resulted in the promotion of positive emotions and helped to deliver the best service to hotel guests. This corroborates Rousseau (2004) in that the positive relationships and experience of contract fulfilment are strongly related to employees' job performance, employment duration and extra role contribution, indicating employees' commitment. It appears that physical closeness to employees enabled managers to develop relational contracts sending strong signals and providing opportunities for involvement.

In terms of job security, ICH employees made a connection between "good job security" and hotel brand reputation. Therefore, they expected their hotels to promise job security and long-term employment. It appears that the ICHs' management kept promises on job security and maintained brand reputation, generating long-term financial stability and fulfilling job-security needs. As a result, ICH employees did not place any emphasis on job-security as it was assumed a natural outcome of brand reputation. The ICH employees believed in long-term organisational financial stability and this could be offered in worldwide hotel properties as it was believed that there would be no significant effect on the business during economic downturns, creating a greater sense of job security. This was illustrated by participants who stated:

"Hotel revenue, the company's reputation, and number of guests... indicated job security. No need to worry about economy because good reputation and guests from all over the world would like to stay here."(E14-ICH)

"The organisation has been established a long time although it was rebranded, but it also has the job security because the business growth is high and it is able to maintain its business position during the crisis. Management don't lay off staff and don't cut staff salary."(M08-ICH)

The ICH proved consistent with employee expectations of job security and resisted laying off workers during hard times (Coyle-Shapiro and Conway,

2005; Rousseau, 2004). The findings revealed that manager protected employees from the economic downturn and the risk from economic uncertainties, so the employees' financial stability was not impacted during the economic crisis for hotels; *"Management don't lay off staff and don't cut staff salary."*(M08-ICH). Chain-hotels had a stronger presence and were therefore able to respond to employees' expectations of job security. Therefore, they managed employees' expectations in terms of long-term organisational financial stability because of the ICH worldwide presence, creating a great sense of job security. Indeed, job security is one of the most significant variables and positively associated with overall job satisfaction in service industry (Clark, 2005; Majid et al., 2017; Rose, 2005; Senol, 2011).

For HR practices in ICHs, the employees believed that their hotels provided much stronger evidence of HR strategy linked to business strategy with a long-term focus integrated with organisational objectives (Vance et al., 1992). The ICHs appeared to standardise their offering in terms of HR systems and practices and were able to implement more comprehensive HR practices compared with NCHs; for example, they provided international employee development programmes, well designed fringe benefits and career progression (Littlejohn and Watson, 2004; Nankervis, 2009). The brand image of chain-hotels is a pull factor for employees and it appears that ICH employees expected their hotels to deploy a range of HR practices consistent with their brand image in order to build organisational commitment (Cho et al., 2006; Martin and Cerdin, 2014). In short, HR policies and practices in ICHs play key roles in shaping the employer branding of the organisation and increase employee brand commitment, as suggested by Gilani and Cunningham (2017); Kimpakorn and Tocquer (2008).

In terms of remuneration packages, ICH employees expected their senior manager to review pay policies in order to compete with their competitors. The evidence thus far suggests that the ICH employees were strongly motivated by the total financial-compensation package, as one manager confirmed:

"Base salary is the most importance factor for motivating staff working here...the base salary is not that high but it is the average range of pay within the industry."(M17-ICH)

In terms of base-pay policy, the ICH employees had similar issues with NCH base pay as they experienced that their rates of pay were low as a result of the new minimum base-pay policy. The ICH employees expected work practices to focus on internal fairness on base pay, so it would seem that employees require a sense of justice, similar to that of employees working in NCH concerns. For example; the front-line employees also had issues in respect of the minimum wage, feeling underpaid when compared with their other colleagues in the same jobs, as stated by M15:

"For some departments, it is about the salary to retain them. Now, the minimum wage was implemented across the board; however, it is unfair for staff who work in a different job function, i.e. gardeners and front-line staff who should earn more than minimum wage as they have to take care of guests. Mostly, salary influences the employees' decisions to stay or leave."(M15-ICH)

Given the above evidence, one manager who was not impacted by the minimum wage suggested that the base-pay policy should be reviewed. However, there was no evidence mentioned in the staff interview session regarding the issue of internal equity on minimum-wage pay. The internal equity of minimum wage was ignored by chain-hotels because of the provision of job security offered by chain-hotel brand reputations and also because of the competitive remuneration package provided. This finding corroborates Parker and Wright (2001) who found that western operating firms are likely to pay significantly above the market rate in order to attract and retain critical talents.

The ICH manager (M17), who was not impacted by the minimum-wage policy, provided a different viewpoint: *"Base salary is the most importance factor for motivating staff working here...the base salary is not that high but it is the average range of pay within the industry."* It appears that the ICHs offered market base-pay salary and compensated employees for this with other financial incentives such as service charges, including competitive fringe benefits extending to family members, in order to retain existing employees. There were differences in pay policy and practice between managerial and staff levels as the latter felt underpaid. The transactional obligation tended to fulfil the managerial level, whereas the

operational staff's experience was that their psychological contract had been wilfully breached because a sense of injustice deriving from the pay structure.

The service-charge payment was taken for retaining existing employees and attracting prospective candidates from other hotels. The compensation package of ICHs was comparable to those offered by other hotels and it would be possible that the service-charge payment amount was higher than the minimum wage of hotel operational staff. These findings add credence to Lawler et al. (1997) who noted that Western firms operating in Thailand were likely to pay significantly above the market wages for attracting more qualified employees. The findings point to an important implication that employees with transactional contacts might seek employment elsewhere if other hotels offered better compensation packages, especially service-charge payments, as suggested by Rousseau (2004).

ICHs fulfilled employees' expectations in terms of attractive fringe benefits and their focus was placed on the design and availability of benefits packages based on the "family concept", by extending the benefits to employees' family members, for example, or offering education sponsorships for children underpinned by the employee's individual performance. One manager described this as follows:

"I think... it is benefits that retain staff and are covered to staff family. The main difference is benefits and cover to staff family, i.e. children, family, children sponsorship for staff who received the good performance grade."(M08-ICH)

This finding is consistent with Wong and Ko (2009) who stated that family-friendly benefits align with Asian hotel employees' "family needs" retaining them within the organisation despite the erratic nature of the job. It can be assumed that ICH adapted their HR practices to the local environment, such as benefits being aligned with Thai families' cultural values. Although benefits are blended into the local culture, some benefits are still provided based on individual performance, i.e. performance incentive, which is congruent with HRM policies and cultural values in the host country (Caligiuri and Stroh, 1995; Ngo et al., 1998; Schuler et al., 1993; Taylor et al., 1996).

Employees were satisfied with the standardised performance appraisals systems in ICHs, with a set of clear objectives validated by a third party to ensure fairness and transparency. It is common practice for chain-hotels that all policies and procedures are standardised, as confirmed by Lawler and Atmiyanandana (2003); Suazo et al. (2009), and participant OS11 suggested that:

"The performance-appraisal systems is clear because the chain has a standard set for the appraisal. The topics are listed and we follow them. Staff completed their self-score first and then send to supervisor for discussions. It is fair appraisal and manager...also use it for providing development points."(OS11-ICH)

This findings indicated that ICHs line manager have direct responsibilities for promoting appropriate psychological contracts, who will act in accordance with and supported by coherent HR practices. They influence employees' motivation by how they provide performance feedback and communicate prospects regarding training and development roadmap for future career promotion opportunities (McDermott et al., 2013). Consistent with Konovsky and Cropanzano (1991) and Hemdi and Nasuridin (2006) reported that perceptions of fair performance appraisal were significantly related to turnover intentions.

Although ICH employees experienced PM focused on employee development, the systems of performance appraisal failed to motivate employees who expected more focus on individualised training plans relating to specific skills, pay and career progressions. It appears that the link between performance and pay was not made clear throughout the process. The findings indicated that ICH employees expected the integration of HR practices in order to manage their career expectations. This was similar to the concerns of employees working in Thai hotels establishments. This finding adds credence to Gardner et al. (2007) found that motivation and opportunity-focused bundles of HR practices positively related to affective commitment and negatively related to turnover. Employees believed that their efforts had not been rewarded, as discussed in the previous section. One manager explained:

"PM systems do not relate to reward and pay systems, so staff are not motivated to work and improve their performance because they think that nothing happened if they improve their performances. For example, every staff got bonus one month equally based on hotel performance not individual performance. The performance systems should link with individual incentive and offer promotion to motivate staff to stay longer."(M17-ICH).

Within ICHs, the annual bonus is allocated based on hotel business performance rather than individual staff performance. As a consequence of the equal bonus, hotel employees were more likely to underperform and less likely to go the extra mile in terms of meeting their job requirements because they received the same amount of bonus or group incentives, as suggested by Lu et al. (2016). Therefore, the better performing employees suggested having performance-based pay for encouraging them and motivating them to go the extra mile. In this regard, although the employer might think that equal bonus allocation leads to a sense of equity, better performing employees might perceive this as unrepresentative of their efforts. Consistent with Kessuwan and Muenjohn (2010), employees who had been working for a multinational cooperation in Thailand may focus more on group incentives based on the company's financial performance but fail to connect this to employees' individual performances.

Interestingly, there were contradictions between ICH employees' expectations and their experiences. It appears that they suggested a performance-based pay-incentive scheme which contradicts the notion of team-based working through sharing the same targets and supporting each other to achieve the organisational goals, rather than individual target achievement, "...we help together to achieve the monthly target."(M15-ICH). Again, it would be possible that employees emphasised a sense of fairness in performance-based pay. However, there was no evidence explaining this contradiction because of a lack of information regarding HR policies and practices. Again, it would be possible that hotel employees were motivated by monetary rewards, which emphasised a sense of fairness compared with their colleagues who had made less of a contribution. In this regard, the theory of transactional contract is best described and expressed as "a fair day's work for a fair day's pay" (Rousseau and Wade-Benzoni, 1994:466).

Apart from expecting PM systems be linked with monetary rewards, the ICHs failed to make the linkage between performance-appraisal results and employees' skills-development plan. Although participant S11 stated that "*PM is fair appraisal and manager...also use it for providing development points.*", some participants (M17) had never experienced the provision of soft-skills training and they shared some experiences of how ICHs organised training courses. The ICH employees' experience of all training programmes was that they focused on brand awareness, organisational compliance or peripheral service procedures and standards, and that the training schedule did not fit with their working schedule, resulting in employees lacking in the motivation to participate in training and this impacting on their WLB. The soft-skills development training discussed during performance appraisal were not offered to employees, resulting in employees who were only somewhat satisfied with the training and development provided. This is consistent with the study of Davidson et al. (2010) who remarked that soft-skills training, i.e., problem solving and dealing with difficult customers, is limited in the hospitality industry and that most training is aimed at improving hotel service quality. However, this finding did not support Garavan et al. (2012) who suggested that strong employer brands invested heavily in training and development activities by providing good training opportunities and personnel development with flexible working arrangements. One manager confirmed:

"Training focuses on brand standard, policy and generic brand knowledge security standing for approximately 30 hours. Sometimes staff needs more in technical training. For example, the security standard training schedule will be peak hours. The topic is not related to our work directly. As a result, staff don't want to attend the training because it can't be applied to their jobs."(M17-ICH)

Although the ICHs focus on brand standard training, employees might not increase their commitment to their organisations as the provision of training and development increased as they perceived the mismatch between training and career development and personal growth. It can be assumed that they failed to communicate the training objectives. The evidence above showed that employees lacked an understanding of how the compulsory training courses were necessary for professional career development and for enabling them to move across the same brand in different hotel locations. On the other

hand, studies have suggested that training and development programmes need to meet employee expectations as this reinforces their individual commitment to an organisation and to the hospitality profession as a whole (Bassi and Van Buren, 1999; O'Neill and Xiao, 2010; Silva, 2006; Wood, 1999; Yang et al., 2012). Therefore, the ICH employees expected their managers to support them in the training schedule and to provide off-the-job training including career progression. This finding adds credence to Rousseau and Greller (1994) who stated that the quality of training shaped whether workers believed their relational contract is maintained in terms of their career development.

However, ICH participants in this study reported experiences that contradicted Koch and McGrath (1996); Lawler et al. (1995); Ngo et al. (1998); Swierczek and Onishi (2003) who found that MNCs have specifically systematic and well-planned training and that broad and systematic development typically increases employee skills with an emphasis on quality of work-life, an increase in staff productivity and a reduction in employee turnover. Indeed, training and development and WLB play a key role in shaping the employer branding of the organisation, as suggested by Tanwar and Prasad (2016). Furthermore, the finding corroborates Wong and Ko (2009), in examining hotel employees' perceptions of work-life balance, found that employees could trade off their salary in exchange for more free time with the huge benefit of job security. ICH employees believed that the number of weekly days off could be used as a retention strategy; however, this depends on each hotel's policy. Although some ICHs have five working days per week, they experienced heavy workloads, causing work-life imbalance, as one frontline manager shared:

"It is five-day work week, two days off. However, working in operations, I have to standby on call which I am not happy with at all. For example, my boss asked me to produce a report and staff called me to seek the advice on how to handle guest complaint. It is my day off and I am not suppose to receive calls."(M17-ICH)

The above evidence shows that frontline managers experienced large workloads and were on-call during out-of-office hours. It can be assumed that hotel managers had not identified their successors, nor appointed managers to be on duty to cover all issues during the manager's off-duty time and

therefore the decision-making relied on only one person. Indeed, hotel employees with heavy workloads had low WLB, showed poor job performance and suffered a detrimental impact on their quality of life leading to organisation disengagements (CHAN and MAN, 2013; Deery and Jago, 2009; Karatepe, 2012; Wong and Ko, 2009).

In terms of career progression and advancement, the ICH employees expected their employers to offer career progression by moving them across geographic locations throughout the brands under the promotion criteria. However, the quantitative data reported that ICH employees were somewhat satisfied with career progression and received the lowest mean rating compared with other practices.

This implies that the ICHs were unsuccessful in motivating and fulfilling their contract obligation to their hotels' operational employees on career progression because of poor communication in HR policy and practices, as evidenced by E18 participants who experienced that their career progression was limited:

"In fact, I think there is no career path in this position. I am trying my best today. For the future, I may leave from the organisation as it is lacking...career growth."(E18-ICH).

"The organisation provides the opportunity for career growth, therefore most supervisors grow up from staff level with a remuneration package based on their job level so they are high commitment. They provide the opportunity to growth and cross-function in the organisation."(M08-ICH)

Interestingly, there were differences in experiences and viewpoints on career promotions between staff and managerial levels in terms of psychological-contract fulfilment. The quotation above provided evidence that managers believed that their hotels also established career-path strategies for staff by providing opportunities for career growth, enabling their people to move across the same brand in different hotel locations. Rewards and incentives are connected together with the new career to ensure that staff have to demonstrate their competency in meeting the new position requirements. HR policy regarding "promotion from within" considers internal resources to fill vacant positions rather than the recruitment of external candidates. This is

consistent with Harvey et al. (2001); Lawler and Atmiyanandana (2003), who noted that career progression in MNCs was designed with multiple promotion ladders facilitating moves across other subsidiaries under the same brand. On the other hand, operational employee (E18) perceived that their career progression were limited. The study revealed the lack of effective communication regarding career progression and this finding corroborate Littlejohn and Watson (2004) remark that the majority of employees do not have a good understanding of the career opportunities available in the hospitality industry.

Within this context, it would be possible that managers and subordinates perceived the extent of psychological-contract fulfilment differently, leading to a greater likelihood of psychological-contract breach and an employee's intention to quit the job (Hales, 2005; Lester et al., 2002). Interestingly, managers believed that the employer had done a better job of fulfilling the psychological contract on advancement opportunities, while employees felt the violation of the psychological contract because they were not being promoted. However, employees might have perceived that they were fully contributing to the organisation and expected their employers to keep promises by providing career progression to increase relational psychological contracts (Guchait et al., 2015; Tsui et al., 2013). This finding corroborates Lester et al. (2002) who found that there were significant supervisor and subordinate perceptions of psychological-contract fulfilment in terms of advancement opportunities and a good employment relationship.

Other evidence also explains why career progression and advancement was limited within ICH:

"Any staff who are dedicated and are good at work, it's the chance, if there is the change in chain group and if the position is vacant. However, the supervisor will consider promoting the staff with long periods of service. Regarding staff turnover here, people left for higher positions because our positions are not vacant."(M14-ICH).

To elaborate this point, some ICH managers realised that the opportunity of relocating to other properties under the same chains were being offered. However, the employees still experienced career-progression practice as

“traditional hierarchical career path design” with seniority-bias promotion systems. This is contrary to Kessuwan and Muenjohn (2010) who stated that international companies tended to emphasise individual incentives and that seniority was not a particularly important factor for salary adjustment and career promotion. However, the presence of a supportive immediate supervisor/manager can serve to amplify or downplay the message sent by employers’ HR practices regarding the nature of the employment relationship (Tekleab and Taylor, 2003).

Surprisingly, the ICH managers took length of service as a career-promotion criterion based on employees’ perspectives. From this, it can be assumed that managers believed that senior employees gained more guest-service experience and had more work commitments than junior employees had. This assumption is supported by Rousseau (2004) who stated that employees who worked for a firm for at least a year were likely to be offered jobs elsewhere, indicating less commitment than their colleagues who stayed longer. However, there was no evidence of career-promotion policies based on HR managers’ perspectives.

In terms of challenging job roles, the ICHs were somewhat satisfied with job scopes and responsibilities because they experienced unclear job scopes and a lack of fit with employees’ skills and competences. It is obvious that ICH job design failed to motivate staff as it focused only on routine jobs, potentially leading to unchallenging job roles and little opportunity for staff to initiate ideas. Indeed, ICH employees did not expect challenging job roles because of the routine nature of jobs in the hotel industry. However, it can be assumed that the working policies and procedures of ICHs are standardised in order to maintain the consistency of international service standards (D’Annunzio-Green et al., 2008a; Kandampully and Suhartanto, 2000); therefore, proposed new initiatives and ideas are limited as some job roles require strict adherence to service standards, which may result in a lack of challenges. However, it appears that an unchallenging job was not a significant reason for having an intention to leave compared with other retention practices.

The employees' expectations and the different retention practices in LHs will be discussed next.

5.2.3. Local hotels (LHs)

LH employees expected a harmonious working culture and a good working environment, including good working relationships with co-workers, management and line managers. It appears that LHs did not create a good working environment through social practices despite employee expectations of a harmonious working culture and social connections among colleagues after work. The social relationships or informal discussions after work, which allowed them to share both work and personal issues that might help to create strong relationships with colleagues in the workplace, were missing. Therefore, the findings indicated that this contradicted their expectations.

However, LH employees had similar viewpoints to employees of chain-hotels that having a good relationship with colleagues by getting support from each other and having personal connections led to a good working environment. This implies that LH employees valued team-based working; however, it appears that this sort of good teamwork was hard to find among employees. In addition, there was a lack of cooperation between colleagues and they did not feel comfortable with people they worked with, resulting in an absence of teamwork. LH managers shared experiences of working environments that appeared to be a cause of dissatisfaction:

"I do not feel I am part of the team. From my experience, when I feed any kinds of information, I can see the person resistant and not get in."(M06-LH).

It can be seen that LHs' working cultures were independent and lacked teamwork and that conflict resolution had not been discussed. Indeed, teamwork is consistent with the importance that Thais attach to relationships and this is considered a key factor driving work commitment and creating a good working environment in Thailand, as suggested by Chon et al. (1993); North and Hort (2002); Panmunin (1993).

Again, LH employees expected physical closeness and a level of employee involvement in decision-making from both management and line managers; however; this sort of management behaviour is hard to find in LHs. On the other hand, employees experienced limited autonomy and staff involvement and a focus only on the hotel's financial targets. Therefore, LH employees experienced poor working relationships with their (senior) managers, resulting in limitations of opportunities for hotel employers to make exchanges of promises to their employees and vice versa.

It is possible that inharmonious working culture was driven by hotel management. The evidence showed that management created conflict through the creation of a competitive environment at odds with perceptions of equity and fairness. Participants commented:

"Management do not lead to unity but to competing which later became conflicts. The missing things in the organisational culture are fairness and the sincerity in developing the organisation..."(E16-LH)

"The management team is not only take care of financial business performance, the staff feeling is also important."(M16-LH)

Interestingly, despite the fact that LHs are owned and managed by Thai management teams (Lawler and Atmiyanandana, 2003), the findings indicated that LH employees did not experience a family-oriented or harmonious working culture. Rather, they focused primarily on business performance with a lack of attention to employees' needs, even though senior manager was supposed to understand Thai norms better than foreigners did. Organisational culture plays a fundamental role in working relationships among employees and it seems that teamwork is not promoted in company working culture, thus limiting the role of social relations in facilitating teamwork and cooperation in the workplace (Mayo, 2014).

LH employees suggested that management should balance business performance and employee well-being and expected their (senior) managers to have a level of staff involvement that leads to psychological-contract fulfilment. Participants in this study reported experiences that contradicted Mulder (2000); Sriussadaporn-Charoenngam and Jablin (1999) who suggest

that Thai managers seek a middle path when managing their workforce, that managers should be balanced between a task-oriented style and a relationship-oriented style derived from Thai cultural viewpoints.

LH participants believed that small hotels tended to be flatter and allowed employees to propose ideas and manage themselves and their own careers, including more interaction with (senior) manager than that offered by medium and large hotels (Rousseau, 2004). However, employees experienced hierarchical management in the organisation, in which the decision-making processes needed to be passed on from the supervisor's level to the next senior level. This resulted in decision-making processes that were long and sometimes the concerns/issues were diluted, as confirmed by Thanasankit and Corbitt (2002); Hallinger and Kantamara (2000); Komin (1990); Lehmann (2009). This is illustrated by M06 and E17:

"If we are close to the management, we can propose our ideas and they will be judged immediately. It might be different between a large company and a small company. The management in a small company can be approached easier. However, it should be reported to the supervisor before going to the management."(E17-LH)

LH employees believed that good relationships with colleagues and line managers were equally important in persuading people to stay in the same jobs. It would seem that managerial intervention to create team-oriented working was still required as they believed that it could promote positive emotions and a good working environment as a retention strategy. However, the evidence showed that LH employees were somewhat satisfied in working relationships with their managers and were more likely to refer to negative emotions and details of what was wrong with working relationships with their managers, as suggested by M16:

"I don't think I have a good relationship with my manager. For example, the way my manager treats me is unacceptable, he did not respect me, blames me quite often, although it is not my mistake. Our working style is different, so it is quite difficult to work in the same team. I loss the encouragement and motivation to work."(M16-LH)

Good relationships with managers lead to a good working environment; however, such close relationships did not appear to be important in LHs.

Employees experienced poor working relationships which led to conversation avoidance, conflict and unfair treatment.

As Ho et al. (2006) suggested, employees formed psychological contracts that were similar to those held by co-workers whom they viewed as friends and to those held by co-workers whom they sought out for advice. Indeed, co-workers, (senior) managers are an important source of information regarding promises that employers have made and what employees owe in return (Rousseau, 2004). Yet LHs were required to work independently and this lack of interaction spurred intentions to leave. Employees did not have the opportunity to discuss their expectations with their employers.

Evidence from both survey and interview showed that LH employees might perceive that their managers were not able to deliver promised inducements throughout their HR practices. Therefore, LH employees failed to see their futures within the organisation and created conflict within a competitive environment. The findings point to an important implication, that LH employees tended to perceive that their psychological contracts had been breached because management failed to understand their needs and failed to fulfil anticipated commitments, resulting in “losses” caused by a lack of interaction and by hierarchical and fear-based management. Nevertheless, LHs still had the challenge of resolving contract violation because of poor relationships within the organisation. Indeed, poor relationships between managers and employees might lead to conversation avoidance and this was a barrier to sending signals in terms of shared beliefs and perspectives that shaped each side’s psychological contract. Unresolved poor relationships between employees and their line manager may in turn lead to the experience of contract violation through the implementation of HR practices, dissatisfaction with their jobs and ultimately the decision to leave, as suggested by Rousseau (2004). This is confirmed by Coyle-Shapiro and Conway (2005); Hales (2005) who suggest that line managers are the employees’ regular point of contact in several HR practices.

Furthermore, LH employees believed that the strength of brand image predicted the presence of a range of HR practices, e.g., career opportunities,

job stability, competitive remuneration package etc. These practices were taken as retention strategies used to build organisational commitment and these were important pull factors. As one manager stated:

"I think everybody looks for job security and the reputation of brand is very important, the good branding makes the big difference in people's career because good branding provides the opportunity for you to learn from their expertise and it helps you to have a good profile when searching for the new job."(M06-LH)

The evidence highlighted that, although LHs had made promises on job security and asked for employee commitment in return, this attempt might not be successful and might not fulfil their employees' contract obligation because employees shaped their own psychological contracts through brand reputation and their career goals. The findings reveal that they also viewed working experiences with their existing LH as a stepping-stone to better job opportunities elsewhere, perhaps moving to chain-hotels because they believed that their working profiles would be recognised by other employers. This implies that LH employees did not perceive that they had career growth in their organisation and tended to focus on a transactional view of employment.

Although LH employees appreciated job security and brand image, they expected management to expand their hotel businesses in order to create a greater sense of job security and fulfil long-term contract obligations. The quantitative results indicated that LH employees were somewhat satisfied with job security promised by their organisations. Indeed, strong brand reputation attracted guests, thus generating more hotel revenue. However, LH employees were also concerned about their management's financial contingency plan as hotel companies operating with just one property in Thailand. This is corroborated by Gunlu et al. (2010) who found that independent LHs were usually Thai family-owned businesses that struggled in a competitive environment during economic recession and that this impacted on hotel revenues and hotel financial stability in the long term.

Although LH management motivated their employees, fulfilling the transactional contract obligations, in which employees still received their

monthly salaries on time and retained full-time employment status, these attempts tended to be unsuccessful because LH employees perceived that hotel business expansion created their long-term financial stability and job security. One manager (M16) commented:

"Everyone prefers to have their job secure...I feel that this organisation is secure. They can pay the salary to employees during the economy crisis so I think this company is secure enough. Management would like to expand their business to be in the next business level. It's some challenges because some department is not ready and competent for the expansion, such as we don't have service standard and procedures manual. The company may have some problems and find some difficulties for business expansion at the end."(M16-LH)

The above evidence showed that LH employees acknowledged management visions of expanding their hotel businesses and creating a greater sense of job security. However; LH employees observed some challenges that might be obstacles to business expansion, including all hotel service standards, policies and practices, and this resulted in a lack of trust in management to fulfil their long-term contract obligations. They believed that management might lack know-how in business expansion and feared the lack of standardisation (D'Annunzio-Green et al., 2008a; Kandampully and Suhartanto, 2000). For example, they experienced non-standard HR policies and practices, such as PM systems, the lack of a working-procedures manual and a lack of skills and development.

LH employees expected all HR practices to be standardised, fair and transparent. For example, LH employees expected PM systems to be standardised, as well as being integrated with pay practices and development. Additionally, they expected their supervisors to value their contributions and to recognise them based on their performances, thus indicating that the relational contract obligation was fulfilled by employers (Lawler and Atmiyanandana, 2003; Rousseau, 1990; Rousseau and McLean Parks, 1993). The evidence below indicated that these expectations were not fulfilled:

The existing PM systems practice made LH employees suffer and hotel managers highlighted the negative perceptions in performance appraisals:

"If boss favours someone special, then he will give the good pay and career, even though that person has not performed or the performance-appraisal score is quite low. It happened because of poor PM systems and allow the favouritism to impact staff motivation."(M16-LH)

LH employees experienced inefficient PM systems, such as a lack of transparency in the appraisal process and unclear goals, allowing favouritism to infiltrate the performance-appraisal process, resulting in relationships governing PM and opportunities for promotion with an emphasis on "ghost" career projects that might have benefits for the organisation but would potentially offer little value to the employee other than managing favourable impressions. Moreover, LH managers did not use PM systems as tools for motivating, coaching and addressing employees' skills gaps and the performance appraisals resulted in demotivated employees.

The study indicated that HR practices in LHs are underdeveloped and isolated however; building organisation commitment may require the bundle of HR practices of PM systems, financial rewards and recognition, training and development and career progression: *"PM also plays a part to engage staff. For example, the employee who worked hard throughout the year found that the one who did not work hard gained more incentives. It's not fair and might cause staff intent to leave."*(E17-LH). This corroborates Huselid (1995); MacDuffie (1995) who proposed that HRM practices cannot be treated independently as each HRM practices is related to other, in order to provide more direct and stronger synergic effects on organisation performance. Furthermore, these findings are consistent with Gardner et al. (2007) who pointed out that motivation and opportunity-focused bundles of HR practices related to affective commitment. It appeared that the way LHs manage HR practices fail to meet their employees' expectation of HR practices integration.

Indeed, performance-evaluation feedback also affected psychological contracts designed to assess employee performance and provide feedback to individuals on how individual employees could improve. However, it appears that LH employees received negative performance-appraisal feedback, which impacts on an employee's psychological contract. It is directly related to the terms and conditions of employment, e.g., pay, promotions, training and career opportunities, because they had not been able to envisage future employment

with their employers (McDermott et al., 2013). Thus, it would be possible that LH employees' experience was that their psychological contract had been wilfully breached due to a lack of supervisors' support.

Due to the fact that line managers have direct responsibilities for promoting appropriate psychological contracts and they influence employees' motivation through HR practices and systems and also by bringing HR practices into employees' lives (McDermott et al., 2013; Purcell and Hutchinson, 2007). LH employees' experiences of PM systems were subjective, with unclear goals and key measurements, allowing favouritism to infiltrate the appraisal process. Unsurprisingly, non-standardised PM systems and poor working relationships with supervisors led to negative feedback and allowed bias and favouritism in performance-appraisal results, training-course allocations, base pay and incentive adjustment because these practices were implemented by line managers. LHs appear not to have engaged with the concept of HRM and may have difficulty retaining their employees compared with chains hotels which have attractive HR practices (Littlejohn and Watson, 2004). This will be addressed next.

In terms of pay and remuneration, LH employees expected their management to review the pay and benefits policies so as to retain them within the organisation. The survey data indicated that LH employees were somewhat satisfied with base salary in that they felt that it was less competitive compared with other hotels and the use of incentives as additional monetary rewards did not fit their needs. This is consistent with Lawler and Atmiyanandana (2003) who found that local Thai companies were not able to compete with MNCs subsidiaries who often paid higher salaries and that salary adjustment tended to be based on seniority criteria. Participants elaborated on how LH management managed pay in their organisations:

"Money...It's also important. If the organisation pays reasonably, the staff can stay with the organisation and keep on working. Base salary and the minimum wage is still the issue. Therefore we received the same amount of base salary although I and my colleagues work in different job roles. For example, those who work in technician get the same pay...as admin staff so it is unfair and unreasonable pay."(E22-LH)

"...I am not satisfied with my salary...my friend who works in other hotels gets pay higher than me. Management wants to control the payroll and have policy for controlling base pay but providing bonus, which does not fit with our needs."(E17-LH)

The evidence suggested that LH employees were strongly motivated by total financial compensation and expected work practices to focus on internal fairness on base pay because of the minimum-wage pay issue, this was similar to the concerns of employees working in chain-hotel concerns. The fringe benefits did not extend to family members, as with NCHs. Indeed, although LHs have the advantage of understanding the national family-oriented culture, employees did not experience management "doo lae" (taking care of) them like family members, so it appears that LHs failed to design fringe benefits to fulfil employees' expectations.

The financial stability of LHs is sensitive to economic difficulties and managers preferred to control the effects of this through the base salary and were strict with additional benefits. Although employers were likely to fulfil their relational-contract obligation by providing job security and absorbing hotels' financial risks during times of economic uncertainty, this arrangement failed to meet their employees' needs because LH employees tended to focus on the transactional contract. Consequently, employees working in LHs may easily consider moving if there are any hotels, especially chain-hotels, offering a higher base salary because the employees' commitments tend to be short-term as money is the dominant concern. The idea of providing appropriate pay and other fringe benefits to employees is considered the important factor in attracting and motivating hotel employees. Fringe benefits based on Thai labour-law requirements were provided to employees but these benefits did not extend to their family members, which left their expectations unfulfilled.

However, (senior) managers and HR managers need to rethink about pros and cons of adjusting the financial package because this solution may create short-term win only. Furthermore, this will be create expectation to employees whenever they voiced their concerns especially financial package. Although financial incentives always use as an attraction strategy and may clearly be important and expected by employees, this strategy should be bundled with

strong other HR practices such as HR development capabilities, PM systems and career progression as suggested by Horwitz et al. (2003). Indeed, HR manager should realise that pay alone would not be sufficient to motivate employee intention to stay, for example; low pay might drive an employee out, but high pay might not necessarily keep them within the organisation (Chew and Chan, 2008).

In terms of training and development, LH employees expected their hotels to provide training programmes on working procedures and practices, helping employees to perform their jobs well and according to hotel standards and procedures. However, the findings reveal that they suffered from tight budgets and limited access to training. Participant E22 explained:

"If training is provided, it is likely to be a factor that supports our workflow and develops staff technical skills. Here, management does not focus on training and staff development. Training budgets are not allocated to all staff, but it is selective staff for training."(E22-LH)

Hotel managers did not realise the importance of hotel peripheral-service procedures, standards manuals and training, which would maintain hotel service standards and hotel brand reputations. This could be a barrier to hotels' future expansion, as discussed earlier: *"Management would like to expand their business to be in the next business level. It's some challenges because some department is not ready and competent for business expansion, such as we don't have service standard and procedures manual."(M16-LH)*. LH employees highlighted the fact that on-the-job training and training in compliance issues were not forthcoming, unlike chain-hotels who create brand awareness by providing product knowledge.

For HR practices, it appears that LHs retain many characteristics of the traditional HR model that resembles personnel administration. Indeed, HRM measures (training and development) send signals to employees about their value and shape expectations of long-term support and rewards. This is consistent with Davidson et al. (2010) who pointed out that the short-term and functional nature of training provision within LHs reinforced the "transiting" nature of their workforce and would account for high turnover and reduced employee commitment. Additionally, training and development acted as an intrinsic motivation for employees to be retained at the organisation as

supported by Samuel and Chipunza (2009). It could be possible that the financial stability of LHs is sensitive to economic difficulties and therefore the expenditure on training and development was drastically cut as it was perceived as a cost with unclear future benefits (Browell, 2000; Kamoche, 2000; Selvarajah et al., 2012; Warner, 2002). The findings revealed that LH senior managers did not aware that investment in human capital would support expanding hotel business therefore, they are struggling in existing employees' capabilities: *"It's some challenges because some department is not ready and competent for business expansion"* (M16-LH). Indeed, training and development are commonly considered to be different forms of human capital investment for organisational improvement as training can enhance employees' job performance which organisational might need in the future (Tannenbaum and Yukl, 1992). In other words, investing in employees' training and development may support them to expand business as planned.

In the absence of training plans and HR systems tied to performance-appraisal results, LH employees lamented that this was not an equitable or transparent process in terms of training allocation and that it was unfair treatment. Furthermore, there was also an implication of HR practices being non-standardised systems and it appears that some training was provided to selected staff without clear criteria and that training courses were conducted out of working hours, impacting on employees' WLB and also increasing their workload. In fact, LH employees realised that training and development supported their work operations. However, they experienced large workloads that were one of the obstacles to their attending the training provided as a result of a lack of support from their managers regarding training and work-schedule arrangements. As E17 stated:

"The development and training support is very good in all departments. Sometimes, I was unable to attend as I was busy with the work."(E17-LH)

Again, training schedules were expected to fit with working schedules for supporting WLB and, furthermore, six working days per week and the need to work longer hours because job assignments were overloaded caused job burn-out easily and also led to a lack of socialisation. In terms of the working

week, LH employees expected their management to reinforce WLB policy about reducing the number of weekly working days from six to five-and-a-half, including supporting flexible working schedules because it offered employees more free time for family life. These are reasons why LH employees indicated that they were somewhat satisfied with WLB and gave it the lowest mean rating compared with other practices. Participant E16 highlighted experiencing work-life imbalance:

"WLB is important, I have only one day off per week and workload is high, which I had to stay longer than working hours. Many hotels in this area has only five working days and this might be a factor for staff changing their jobs."(E16-LH)

LH employees compared the number of working days per week with practices at other hotels, especially chain-hotels. It appears that LH employees had only one day off per week, while chain-hotels offered a more flexible working week in terms of scheduling days off. It is possible that reducing the number of working days per week might impact on staff costs in terms of increasing manpower and therefore LH management might feel reluctant to revise WLB because of cost-consciousness. On the other hand, LH employees experienced with heavy workloads; indicated poor job performance and suffered a detrimental impact on their quality of life which lead to intention to leave. This corroborates the study by Blomme et al. (2010) and Wong and Ko (2009) are particularly instructive with regard to the impact of WLB imbalance have on intentions to leave.

LH employees were somewhat satisfied with career progression and gave it the lowest mean rating because they experienced "seniority-based promotion" and they had expected more integrated approaches to their career development. In addition, LHs are limited to one property; therefore, staff experienced only hierarchical career growth, making participants believe that they were lacking career growth in these organisations, unlike the situation in chain-hotels. As E22 explained:

"Absolutely, I want to know where we are heading for... here, small LH so my career is limited because my manager is still here and she plans to retire in the next 15 years. I don't think I can wait that long so I am thinking about to change the job if there is a good position."(E22-LH).

"Career opportunity is important because it is the long-term future. If we anticipate the growth in career path, we must learn and then settle which way we will aim for. For example, being appointed to a position about...business-brand expansion but there is obscure project expansion that may discontinue at any times. This situation make me think about my job security and my future with this organisation. So, career path is important on how we should develop ourselves."(E16-LH)

It appears that LH employees related career progression to job security in terms of organisational vision and its aims for business expansion that would create lateral career paths. These findings are consistent with Littlejohn and Watson (2004) who found that career opportunities were the key driver for the future of hospitality, so small and local businesses may have difficulty in retaining potential talent compared with ICHs who demonstrate more exciting HR practices. LHs failed to bridge the gap between employees' expectation and their experiences on career progression as the employees' strengths and weaknesses had not raised and establish as set of personal career goals. This could lead to the majority of LHs employees lacking of organisation commitment, demotivation and the desire to leave consistent with Yang et al. (2012). The findings reveal that employees are savvy enough to create the linkage between career progression, financial motivation, job security, training and development, driving employee engagements. This corroborates Gardner et al. (2007) suggested that motivation and opportunity-focused bundles of HR practices positively related to affective commitment and negatively related to turnover.

LH employees tended to be less focused on challenging job roles and it might be that employees were aware of the routine nature of hotel jobs before taking up their roles. This corroborates Iverson and Deery (1997) who found that employees believed that hotel jobs were routine and that job roles were not challenging and thus the work lacked excitement. As E17 stated:

"I think each job has specific characteristics. If we talk about my job in this company, there are not many challenging jobs in the hotel business. It is the same every day but I am fine with my job."(E17-LH).

The above evidence showed that LH employees did not put any expectation on the "challenging job roles" factor and that this factor depended on

individuals' perspectives and on how individuals experienced their tasks. However, "challenging job roles" was ranked as the lowest priority for building engagement. Therefore, employees were more concerned with other retention practices, e.g., pay, job security and career progression, to keep them working at the hotel.

The findings relate to the theory of psychological contracts in that LH employees can attribute the failure of their psychological contract to HR and managers in terms of training support and career development. The LH employees experienced relational contract violation because they experienced lack of support and motivation from both management and direct supervisors in terms of helping with training development, WLB and career opportunities. This is supported by (Rousseau, 1995); Rousseau (2004) who said that the quality of training and development was an important source of employees' beliefs and shaped whether or not they believed that commitments had been made, kept or breached. Furthermore, this corroborates De Vos and Meganck (2008) who suggested that the delivery of career opportunities had the strongest impact on employee loyalty, while the impact of the delivery of financial rewards was much smaller.

It can be assumed that HRM systems are not well initiated and that the managers of LHs are not trained on how to use PM systems, resulting in poor feedback and unfair performance appraisals. This finding corroborates Khunon and Muangasame (2013); Vance et al. (1992) who stated that owners of LHs implemented policies on an informal basis without any reference to strategy and therefore the integration between people, policies and business objectives was limited.

Finally, LH employees expected the integration of HR practices, such as pay, career progression, personal development, pay and job security and aims for business expansion, as discussed. It appears that HR policies and practices were not well established and still focused on a traditional HR model that resembled the personnel perspective.

LH employers attempted to reciprocate and fulfil relational contracts; however; this attempt was unsuccessful because employees expected transactional and relational contracts fulfilment — in terms of pay rises, training and development, workload arrangements, a reduction in the number of working days and support for experienced LH employers — and employees tended to have different perceptions of how each party would fulfil their psychological contract. As Rousseau (2004) suggested, if both worker and employer agreed that the contract was transactional, then satisfaction and performance would be greater than if one party believed it was transactional and the other thought differently.

5.3. Conclusion

This section summarises the findings of the empirical research are linked to the research questions which are illustrated below.

5.3.1. What expectations do employees have of the HR practices in local, national and international chain hotels?

All hotel employees' expectations focus on a positive working environments and team-based working through gaining support from colleagues, senior managers and line managers. They believed that interpersonal relationships with colleagues were as important as their relationships with line managers and senior managers for engaging them within the organisation. Therefore they have an expectation of a good relationship with management through having a level of involvement and physical closeness from their senior managers which encourages positive emotions.

All hotels employees believed that interpersonal relationships with colleagues were as important as their relationships with line managers for engaging them within the organisation. They have a similar viewpoint in terms of how a good working environment is driven by line managers. Therefore, they expected to work with good managers who had a sense of caring, were supportive,

focused on resolving problems and treated staff fairly. The results appear to be in line with the conclusions drawn many scholars (Chalkiti and Carson, 2009; Kessuwan and Muenjohn, 2010; Panmunin, 1993; Rungruang, 2011; Suksaranruedee and Sucaromana, 2013; Yang et al., 2012)

Job security was a crucial factor for hotel employees, they made a connection between “good job security” and hotel brand reputation. Therefore, they expected their hotels to promote brand reputations which lead to long-term financial and job security. However, LHs expected management to expand their hotel businesses in order to create a greater sense of job security and fulfil long-term contract obligations as LHs with just one property in Thailand. The WLB refers to the number of weekly working days: all hotel employees expected five working days per week and also expect their management to revise the number of working days; they believed that it can be used as a retention strategy.

Regarding HR practices, the findings indicated that “base pay” was the area of least satisfaction amongst all employees. The employees tended to focus on financial rewards which can be used to augment the standard of living and social status of the workforce. As a result, they expected their senior manager to review the total remuneration in order to compete with other hotels. Additionally, they preferred individual-based pay, rather than group incentives, because they believed that good performers should be rewarded fairly by pay tied to individual performance. This corroborates Rousseau and Wade-Benzoni (1994:466) who stated the need for “a fair day’s work for a fair day’s pay” and Chompookum and Brooklyn Derr (2004); Kim (2014), who suggested that competitive pay could foster competitive advantage and retain employees within the organisation. In term of fringe benefits, both Thai hotel establishments expected the attractive fringe benefits and their focus was placed on the design and availability of benefits packages based on the “family concept”, by extending the benefits to employees’ family members.

For other HR practices, chain hotels standardise HR practices and manage brand awareness because of their multiple properties in terms of fringe benefits, training and development and career-development policies and

practices, indicating fairness and transparency of working procedures. Whereas, LH employees expected all HR practices to be standardised, fair and transparent. Additionally, they expected their supervisors to value their contributions and to recognise them based on their performances, thus indicating that the relational contract obligation was fulfilled by employers (Lawler and Atmiyanandana, 2003; Rousseau, 1990; Rousseau and McLean Parks, 1993).

In conclusion, all hotels employees acknowledged the link between challenging job roles, career promotion and base pay, which were expected to be integrated and managed within a cohesive HR system in order to foster organisational commitment. This finding is consistent with the conclusions drawn many scholars (Allen et al., 2003; Cappelli, 2001; Chahal and Poonam, 2017; Holtom et al., 2008; Horwitz et al., 2003; Huselid and Becker, 1995; Pfeffer, 1998; Rathore, 2017; Ulrich, 1998; Wright et al., 1997; Wright et al., 2001)

5.3.2. What are the different HR practices in local, national and international chain hotels?

It appears that both chain hotels promote team-based working among co-workers and therefore there did not appear to be any gaps between employees' expectations and their experience of working relationships with colleagues. Whereas there was a lack of cooperation between colleagues in LHs and they did not feel comfortable with people they worked with, resulting in an absence of teamwork.

In terms of management support, the ICHs were satisfied with their management team who showed more paternalistic and reinforced the notion of "a large family" within the organisation, emphasising care, treating employees like family members and seeking to sustain harmony at work (Chainuvati and Granrose, 2001; Kamoche, 2000; Lawler and Atmiyanandana, 2003). Whereas, it appears that both NCHs and LHs appear to operate a hierarchical social system (Komin, 1990). Direct interaction with senior manager was rarely seen in the Thai workplace due to the hierarchical management and the high power distance in Thai culture (Hofstede, 2007;

Komin, 1990). This is considered a barrier to manager/employee interactions and sends strong signals to the individual and their psychological contract (Rousseau, 2004).

Both chains hotels employees held positive perceptions and considered their managers as good coaches, caring, supportive and focused on resolving problems, who treated staff fairly and were respectful. Furthermore, the finding revealed a close working relationship between chains hotels employees and their direct supervisors/managers, enabling easier communication and the greater likelihood of an understanding of the exchange relationship. Whereas LHs experienced poor working relationships which led to conversation avoidance, conflict and unfair treatment. Additionally, they might perceive that their managers were not able to deliver promised inducements throughout their HR practices.

Job security, The finding shows that all hotels senior managers fulfilled the relational contracts to continue to pay wages and give other incentives by absorbing the risks caused by business uncertainty (Rousseau, 2004). For WLB, chain hotels have two days and one and a half weekly day-off while LHs are still one day weekly day-off. This is considered as a major difference among chain and LHs for promoting WLB policy.

For other HR practices, chain hotels employees experienced issues with the need to standardise HR practices and manage brand awareness because of their multiple properties in terms of fringe benefits, training and development and career-development policies and practices. At this point, the chain hotels employees were signalling that every employee was treated fairly due to the standardised PM systems, reflecting internal equity on compensation. For LHs, there was also an implication of HR practices being non-standardised systems and poor working relationships with supervisors. These led to negative feedback and allowed bias and favouritism in performance-appraisal results, training-course allocations, base pay and incentive adjustment because these practices were implemented by line managers. LHs appear not to have engaged with the concept of HRM and may have difficulty retaining

their employees compared with chains hotels which have attractive HR practices (Littlejohn and Watson, 2004).

The first and second sub-question have been addressed, providing an understanding of the gap between employee expectation of retention practices and their experiences of HR practices in each hotel type. The next section concludes the role of line managers in managing their employees' expectations.

5.3.3. How should managers in five-star hotels seek to address any imbalance between expectations of practice and actual practice?

The findings indicated that hotel employees, irrespective of hotel type, deemed interpersonal relationships with managers as important as their relationships with colleagues in terms of engaging them within the organisation. However, there were different experiences between chain and LH employees in terms of working relationships with managers.

It appears that chain-hotels were able to manage employees' expectations in good working relationships between line managers. The key difference between chain-hotels and local hotels in terms of working culture was that chain-hotel workers were satisfied and held a positive perception of their direct supervisors/managers because their managers created a sense of family by having frequent interaction in the workplace. This enabled easier communication and led to a greater likelihood of an understanding of the exchange relationship so that they would feel motivated in the workplace. It appears that physical closeness with employees allowed managers to develop relational contracts to send strong signals regarding the terms of an individuals' psychological contract, such as the opportunity for involvement and to communicate the organisation's short and medium-term obligations.

Unlike their chain-hotel counterparts, LH employees experienced negative emotions towards their managers and experienced the feeling of being unsupported, which is considered a barrier to the shared beliefs and perspectives that shape each side's psychological contracts (Coyle-Shapiro and Conway, 2005; Eisenberger et al., 2002; Hales, 2005). Poor relationships

between superiors and subordinates can form the basis of contract violation because of conversation avoidance. It appears that LH employees were likely to interpret their psychological contracts differently from their employers and felt that their contract obligations had been breached as a result of inharmonious working relationships and underdeveloped views of HRM. This resulted in disengagement, echoing the findings of Tooksoon (2011) that effective supervision of Thai employees positively impacts job satisfaction; conversely, poor supervision leads to dissatisfaction and turnover (Cumbey and Alexander, 1998; Keashly and Jagatic, 2000).

As suggested by Hales (2005); Rousseau (2004), the operational managers are the employees' regular contact point and have responsibilities for implementing HR practices. They also play a central role in shaping a worker's psychological contract. It is critical that managers stay in touch with employees, have a physical closeness to them and ensure that their role is as a resolver, caring for staff and being supportive so as to fulfil their needs in terms of both transactional and relational contracts through HR practices, e.g., skills development, flexible working schedules, challenging job roles and future opportunities. Chain-hotel managers use performance appraisal as a motivating tool for providing constructive feedback and they include in this the need to recognise their employees' contributions. Furthermore, managers consistently send strong signals regarding career-progression policies, indicating long-term employment possibilities.

To conclude, both chain-hotel managers had done a better job of fulfilling the transactional psychological contract on pay, peripheral training, flexible working hours and career-progression policies. However, chain-hotel employees are expected to work with employers through a relational contract, with mutual support and long-term employment through HR practices, e.g., skills development, agreement on the number of weekly working days, challenging job roles and future opportunities, which are considered a key factor influencing retention strategies. The relationally oriented agreements may withstand threats of significant breaches in the psychological contracts, as suggested by Rousseau (2004).

Indeed, violations of contract can be resolved by effective managers who have frequent interactions with their employees because this allows managers and employees to discuss problems and to reach agreement between individuals and organisations (Rousseau, 2004). As a result, this creates a good working environment and a subsequently increase in retention rates. By understanding employees' needs and their expectations, managers can ensure that retention practices are met or are exceeded and this can promote positive emotions and drive employee motivation.

Within the context of the hotel industry, hotels in Thailand appear to adopt a piecemeal approach to HR practices and systems, despite employee awareness of the benefits of more integrated and holistic HR approaches; this corroborates the view of Solnet et al. (2015) that HRM issues remain the most challenging in the hospitality sector. It might be that the service-oriented culture obviates the need for more systematic practices because such levels of service are considered "natural" and pertaining to a "specific culture".

It must be noted that the Thai economy relies heavily on the tourism industry and, in Thailand, this is less seasonal in nature. As such, the hotel industry should support the development and maintenance of a challenge-driven, innovative and inspired workforce which needs to be a strategic and integrated activity (Bartlett et al., 2016; Solnet et al., 2015; Yang et al., 2012). If brands and the nature of work have a symbolic meaning within Thai culture, organisations can seek to manage their brand identities to ensure consistency throughout their operation and respond to the enlightened expectations of their workforce.

In the next section, the study's practitioner contributions, research implications and recommendations are then discussed, followed by a discussion of limitations and the suggested direction for future research.

5.4. Research implications and recommendations for practice

The findings in this study pose several implications and recommendation for practitioners and business leaders, allowing them to use these findings to manage their workforces effectively. Overall, the study has illustrated the failure of managing hotel employees' expectations and implementing HR practices. Both employers and employees need to communicate carefully to each other their expectations for managing contract obligations. The key findings should help five-star hotel businesses to overcome the challenges of high employee turnover and to achieve their goal of sustainable competitiveness. The different implications and recommendations for practices in each hotel type are listed below.

5.4.1. National chain hotels (NCHs)

The findings discussed here have important implications for senior managers in terms of retaining NCH employees. It appears that the frequency of interactions between senior manager and hotel employees makes them feel that they are being shown attention, allowing staff involvement, as the Thai workforce is more aligned to relationship orientation. It is possible that violations of contract could be resolved by an effective management team which has frequent interactions with its employees because this would allow both senior manager and employees to discuss and reach agreement between individuals and organisations.

The study found that NCH employees were strongly motivated by the total financial-compensation package; therefore, their expectation put pressure on their employers to review pay structures particularly for those affected by the new minimum-wage policy as they felt underpaid when compared with their colleagues in the same job. In contrast, those not affected by the minimum wage also felt that their salaries were uncompetitive when compared with employees of other hotels. HR practitioners should rethink HR practices including job evaluation and performance-based pay, in order to create a sense of internal equity and provide competitive base pay, preventing staff

disengagement. However, the findings point to an important implication that employees with transactional contracts might use the base-salary adjustment as a stepping-stone towards seeking better job opportunities elsewhere if their management failed to respond to their expectations through other HR practices. Indeed, revising pay structure alone cannot build organisational commitment and other retention practices should be taken into consideration. The study revealed that NCH employees expected a specific bundle of HR practices to be used strategically to build organisational commitment. For example, the performance-appraisal results link with individual performance and to be used for identifying individual training plans tailored to specific skills and career promotions.

However, the study found that some employees acknowledged that there was integration of HR practices; for example, performance-appraisal results allowed managers to provide constructive feedback and to use this to provide motivational tools for employees, including recognising employees' contributions. In most cases, employees believed that each HR practice was isolated, in which systems of performance appraisal failed to motivate employees and did not link to specific skills development, pay for performance and the management of career-development expectations. The study revealed the lack of effective communication regarding HR policies and practices.

Finally, the study also reveals the inability of line managers to arrange training schedules within working hours and the tendency of HR practitioners to arrange training-plan schedules outside working time, thereby impacting on employees' perceptions of WLB. As a result, employees were demotivated with no incentive to attend training and could not meet career-promotion criteria where compulsory brand training was a requirement.

5.4.1.1. *Recommendations for NCHs*

There are four recommendations for NCHs emerging from key findings of this study. Firstly, it is necessary that senior managers have regular internal communication regarding the vision and mission of the organisation and also have a physical closeness. Secondly, senior managers and HR practitioners need to better manage employees' expectations and revise existing HR

policies and practices such as pay and remuneration, the number of working days and specific training development. Thirdly, HR practitioners need to revisit how to deploy HR practices effectively and to emphasise those HR practices on supervision of work that are aimed at helping to boost staff motivation. In order to implement HR practices effectively, line managers should communicate well and be trained how to use each HR function to drive employees' commitment because line managers are employees' regular contact points and are responsible for an increasing number of HR responsibilities (Hales, 2005). Finally, there are a distinct need for HR practitioners and line managers to review their manpower planning in order to make it more effective and to determine the right number of employee for running hotel service operations for promotion WLB and eliminate the job burnout.

5.4.2. International chain hotels (ICHs)

The study reveals ICH employees were satisfied that they had a “good relationship with colleagues”, the findings discussed here have some important implications for line managers and HR managers in terms of strengthening their relationships with employees through having social connections after work, thereby providing opportunities to discuss both work and personal issues, allowing them to reconnect and to work together well as Thai people prefer informal and personal relationships in the workplace (Sammapan, 1995).

The study highlighted the fact that ICHs appear to have more developed HR systems and a stronger range of HR practices which, in ICHs, are important pull factors and are taken as retention strategies used to build organisational commitment. Regarding pay and remuneration, the issue of the minimum wage affecting employees' feelings is a bigger concern for operational staff levels and has caused staff to compare themselves with other colleagues in different job roles. Therefore, it would seem that employees require a sense of justice.

The study also raises bigger concerns over the bundle of HR practices and career opportunities although ICHs tend to have more developed HR practices and to transfer their SIHRM practices from their home country to foreign subsidiaries (Lawler and Atmiyanandana, 2003). It appears that ICH employees expected to work with employers through a relational contract, with mutual support and long-term employment through HR practices. In most cases, there were different experiences and viewpoints on HR practices' integration between staff and managers in terms of psychological-contract fulfilment. Interestingly, managers believed that the employer had done a better job of fulfilling the psychological contract on advancement opportunities, while employees felt the violation of psychological contract through not being promoted even though they might perceive that they were fully contributing to the organisation.

It can be assumed that poor communication of HR practices and career-progression policy is a barrier for ICHs, despite many alternative options in other chain properties to support staff career movement. It is clear that the perception of ICH employees needs to be addressed and recognised, including the provision of leveraging opportunities to show that lateral career paths are driven not by hierarchy or seniority, but are based on technical proficiency and organisational commitment, in order to motivate and fulfil commitments made to employees. However, the presence of a supportive immediate supervisor/manager can serve to amplify or downplay the message sent by employers' HR practices regarding the nature of the employment relationship (Tekleab and Taylor, 2003).

While the issue of poor communication in HR practices and policies has been addressed, it should be cautioned that the psychological contract might be breached because of career-promotion criteria and limited training schedules to support them. Thus, emphasis must be placed on the ability of HR professionals to revise existing HR policies and ensure that they align with each other. Line managers have to be trained and instructed well on how to deploy HR policies and practices. HR practitioners need to ensure that line managers are enthusiastic and that they support and foster more relational contracts. In this regard, line managers may use the provision of good

relationships with their subordinates to remedy the situation by communicating their expectations of each other (Rousseau, 2004; Rousseau and McLean Parks, 1993).

5.4.2.1. *Recommendations for ICHs*

Firstly, the findings suggested that HR practitioners should blend their approaches, adapting retention practices that can be adapted to local needs so as to manage the Thai workforce as they tended to engage with a value-based relationship. Secondly, HR practitioners may need to consider putting job-evaluation systems into place and blending these with the needs of the local workforce in determining wage structures and performance-based salary adjustment. Thirdly, HR professionals should revise existing HR policies and ensure that all HR policies and practices are well communicated to all employees. Finally, line managers have to be trained and instructed well on how to deploy HR policies and practices.

5.4.3. Local hotels (LHs)

The study found that LHs did not create a good working environment through social practices and that the inharmonious working culture was driven by senior managers even though an LH management is supposed to understand Thai norms better than foreign investors would. Furthermore, the study also raised another concern over poor relationships between superiors and subordinates in that LH employees were likely to interpret their psychological contracts differently from their hotel employers and tended to feel that their contract obligations had been breached through conversation avoidance and inharmonious working relationships, resulting in employee disengagement and consequent turnover.

It appears that organisational culture and leadership styles plays a fundamental role in working relationships among employees. A discussion of organisational culture change and leadership style is beyond the scope of this study, but the configuration of specific HR activities can strengthen relationships between management and employees. Indeed, small LHs tend

to be flatter than large hotels and allow an easier flow of two-way communication.

The study has highlighted the underdeveloped views of HRM in LHs in the sense that they also failed to engage their employees with HR practices and might not have working-policy standard documents that emphasise HR practices on the supervision of work aimed at helping to boost staff motivation. Given these findings, there is a need to rethink the capability of HR practitioners in LHs to assume a strategic role in the hotel business as this goes beyond the more common focus on transaction efficiency and cost reduction. In most cases, HR policies in LHs resemble the personnel perspective, being focused on administrative concerns, retaining a cost-reduction focus on items such as training, constraining manpower and emphasising administrative concerns in PM systems. HR professionals did not have an understanding of how a strategic HR function should operate, and were unaware of how to design HR practices and policies to drive competitive advantages. However, the small LHs may not have the financial resources to invest in HR consultants to assist in designing retention practices.

The study reveals line managers' lack of understanding of HR practices and policy deployment. For example, the findings indicated that line managers were not trained in how to use PM systems, which led to negative feedback and allowed bias and favouritism in performance-appraisal results, training-course allocations, base pay and incentive adjustment. Thus, it is possible that LH employees perceived that their psychological contract had been wilfully breached through a lack of supervisors' support. In fact, line managers have direct responsibilities for promoting appropriate psychological contracts and for influencing employees' motivation through HR practices and systems and also for bringing HR practices into employees' lives (McDermott et al., 2013; Purcell and Hutchinson, 2007).

The study found that LH employees expected that existing HR policies and practices would have to be revised at the first stage, as well as expecting operational managers to support them and to use HR practices as instruments to motivate and engage them within the organisation. In the case of LHs, the

findings point to the important implication that the revision of HR policies, especially pay and remuneration, that may be valued by current employees can lead to disruptions in the psychological contract if poor relationships between managers and employees have not been resolved. It appears that they use salary as a stepping-stone towards negotiating their base pay with new employers.

5.4.3.1. *Recommendations for LHs*

The recommendations for local hotels emphasised the role of HR practitioners as the first stage. Firstly, the role of HR practitioners needs to be more pivotal in shaping team-based working through organising events, i.e. team activities, in order to create social connections in different aspects of work and promoting positive working environment. Secondly, HR professionals should develop their strategic HR knowledge and skills, training which is offered by academic institutions in Thailand. Thus, while the question of developing HR practitioners' know-how has been addressed, organisations need to ensure that the HR professionals they recruit have strategic HR skills and are able to design HR practices and policies to fit with the business environment. Thirdly, HR practices should educate line managers in basic HR knowledge, for example by offering "HR for Non-HR" training, or by showing them how to engage and retain their employees through HR practices including build good relationships with them. Finally, the fundamental means of engaging employees in the organisation is the facilitation of good relationships with colleagues and line managers who will act in accordance with, and be supported by, coherent HR practices. Inadequate policies can often be "rescued" by good management and by manager behaviour in much the same way as good HR practices can be negated by poor managers (Purcell and Hutchinson, 2007:4).

5.4.4. Generic Implications for Thailand's Hotel Industry

Hotel employees' priorities in relation to HR retention policies can vary across organisational and national cultures. HR practitioners need to vary HR

practices used in different organisational working environments. Given that competitive pay and salary structure, welfare benefits, career development and WLB have become such important factors, it is critical that HR practitioners review and revise HR practices, including integrating these HR practices, e.g., performance-based pay, career progressions and development road-maps, for use as retention strategies. As hotel employees are not always aware of WLB, remuneration packages and career progressions, this problem can go unrecognised until it is too late, so HR practitioners will need to consider and assess the presence of problems in these particular areas. It is still apparent, though, that redesigning HR practices might be challenging for local hotels and both chain as they have to transform HR models from traditional, transitional models to progressive ones.

Finally, all hotel employees are increasingly aware of the need for bundling HR practices and tend to focus on soft HRM, rather than hard HRM (Bal et al., 2013; Davidson et al., 2011; Suazo et al., 2009). The findings offered much evidence that poor communication in HR practices failed to motivate hotel employees. Therefore, effective and explicitly communicated plans of all HR practices will signal to hotel employees that their employers promise job security by providing them with future career plans, integrated with personal-development plans and compensation packages, and also by promoting WLB.

To conclude, it is difficult to suggest a set of best retention practices for the hotel industry in Thailand. Each hotel type has different structures, cultures, management style, financial resources and HR leadership and these play a key role in determining appropriate retention practices. Retention practices need to be tailored to these different hotel types and a 'one size fits all' approach should be avoided if hotels are to fulfil the psychological contracts of their employees.

5.5. Research Contributions

The research findings contributes towards two main areas of study, and these are discussed below;

5.5.1. Contribution to knowledge

The findings of this research contribute to knowledge about the hotel employees' perceptions regarding the each retention practices. The research made contributions of knowledge towards five main areas of study, and these are discussed below. Firstly, the findings of this research provides deep understanding about the perception of Thai employees working in hospitality through the need of a variety of HR practices that can help to drive the organizational commitment job satisfaction of industry. Secondly, this research also provides an understanding of Psychological Contract in Thai context especially it is likely that Thai hotel employees, irrespective of hotel type, would rely heavily on relational contracts that are influenced by Thai norms and culture. Thirdly, all hotel employees emphasise harmonious social relations and physical closeness, to be taken care of especially by their supervisors and senior managers like family members are one of crucial factors retaining them within their respect organisation. In term of HR practices, Thai hotel employees are increasingly aware of the need of bundles of HR practices, therefore both HR practices practitioners and operational line managers need to incorporate more flexibility in their working practices as part of a brand-consistent system. Finally, the concept of HRM practices especially the managing and developing their workforces effectively in each different types of organisation.

5.5.2. Contribution to practice

The study has illustrated the failure of managing hotel employees' expectations and implementing HR practices. Therefore, research findings will act as guide to organisations in hospitality industry to be able to manage their talented workforce effectively. It has also been suggested how HR practitioners and operational line managers can take the findings of their research to manage their employees effectively. The contribution are discussed below;

The findings show that hotel employees are increasingly aware of the need for bundles of HR practices that reinforce one another and these tend to have a

softer, developmental focus (Bal et al., 2013; Suazo et al., 2009). Managers need to understand their workforce and the need to incorporate more flexibility in their working practices as part of a brand consistent system. Such a system should take into account the psychological contract of the workforce, an understanding of workforce commitment and how this relates to the broader strategy of the organisation.

The study revealed the lack of effective communication regarding HR policies and practices. Thus, HR practitioners need to revisit how to deploy HR practices effectively and to emphasise those HR practices on supervision of work that are aimed at helping to boost staff motivation. In order to implement HR practices effectively, line managers should communicate well and be trained how to implement HR practices to drive employee commitment. The role of HRM is not only focused on HR practitioners but hotel business leaders and operational line managers need to understand the contribution of HR practices and their role in implementing them.

Finally, managers also need be aware of their broader corporate social responsibilities and the need to contribute to and enhance the economic development of a region and the social mobility of its people. If international chain hotels are the standard by which other hotels base their practices, then managers within these hotels also need to gain competitive edge, foster better workplace relations, design a career structure that meets the expectations of workers within large multinational chains. Such practice will then encourage further growth and develop and foster better practice within the sector.

In term of policy-setting, the concept of managing their workforces in different hotel types in Thailand may enable the education institutions to prepare a strategic HR practitioner workforce to work within the hospitality industry. The findings reveal that HRM in Thailand, particularly in national chains and local hotels, is under-developed and operational line managers lack know-how in managing their human capital workforce. The role of HR practitioners and operational managers are equally important to drive employee commitment and organizational performance.

The role of HR should be able to initiate HR policies and practices, for example; adapting HR practices to local conditions and educating operational line managers in how to execute these HR policies and practices. The education institutions are a central responsible for curriculum development. Therefore, the education programs are central in preparing junior business leaders and helping them to understand and subsequently implement good people management practices.

The ministry labor and employment of Thailand (MOL) should cooperate with The Personnel Management Association of Thailand (PMAT) and reinforce the policy of HR professional certification in order to develop strategic HR practitioners to drive organisational competitive advantage. Furthermore, HR practitioners licensed should be renewed every two-three years with the conditions of accumulating a minimum number of hours of HR training per year in order to maintain and upgrade their knowledge. HR practitioners should be able to implement suitable HR practices and policies for the hospitality sector.

5.6. Limitations and further research

Although the study examines the differences between employee expectations of retention practices and their actual experience of such practice in five-star hotels in Thailand, several limitations must be acknowledged. First, the methodology limitation is already discussed in chapter 3. Second, the research is generalisable to the Thai context. While the hotel industry elsewhere will have similar characteristics, the culture and institutional environment shape employee expectations and the nature of HR practice and therefore the findings cannot necessarily be generalised to the hotel industry in other countries.

However, despite these limitations, this study highlights the influence of HR practices on the psychological contract. The findings reveal the lack of involvement of HR professionals and a lack of information regarding HR policies and practices in creating employee HR practices and strategies. Therefore future research should examine the importance placed upon the

strategic role of the HR function in the hospitality industry in Thailand, the extent to which it has shifted from being traditional to becoming more strategic, and the way in which HR managers have developed tailored HR functions catering to employees and their future needs, thereby fulfilling the psychological-contract obligation within a Thai context. It is also important to determine existing HR practices and policies, based on HR managers' perspective, in order to validate the findings from the employees' perspective and the nature of retention practices and policies.

Other future research could examine employees' retention practices and the role of HR professionals in small organisations in Thailand. Indeed, the small local company may occupy a lower level in the hierarchy and, as a result, it would be easier to increase interactions with management, supervisors and colleagues, enabling managers to send strong signals regarding the terms of an individual psychological contract if they have a positive working-culture environment.

Finally, further research of this nature should be conducted in a range of hotels located in other parts of the world. In particular, it would be beneficial to identify a five star ICHs and examine its retention practices and policies across several of its international locations in order to understand the extent to which their approach is standardised.

Chapter 6

6. Personal reflections on the DBA programme

In this final section, I would like to reflect on what I learned while writing this thesis. I gained many meaningful experiences in terms of both professional work and personal development during the six-year journey of the DBA programme. This section recounts my study experiences, all of which are written directly from my reflective perspective and it may, perhaps, offer some insights for other researchers and DBA students.

The first experience to reflect upon is in the “Literature review” stage. There are many challenges for managing workforces within an organisation. Most of the time, I did not understand employees’ expectations and their reactions until I had an opportunity to review the journals as a part of my thesis. Considerable time was spent undertaking the literature review. It proved worth investing the time because I gained knowledge in the area of HR practices from journals. However, new journal material was continuously released and this forced me to update my knowledge and added to my literature chapter. Some research findings sparked my ideas about existing business problems at my workplace and made me interested in conducting new research in Thai organisational contexts.

The second experience came from data collection (interview sessions and field trips). I had opportunities to observe other hotels’ facilities and their service standards, including the way they took care of their employees from different hotel brands and locations in Thailand. Additionally, I had informal conversations with several hotel employees after having finished interview sessions. It appears that they were really interested in learning more about the outcome of the thesis results. In fact, I did not expect interviewees to be very open during the discussions, but in general they were. This could be because they believed that my thesis results would help to improve HR practices in the industry from the viewpoints of the researcher. Therefore, I plan to conduct a session presenting my research outcomes to hotel business leaders and HR practitioners after I have completed this journey.

The third experience came from my supervisor's coaching points. I recognise that I have improved my soft skills, such as critical thinking, analytical thinking, systematic thinking, composure and ability to handle unexpected situations during thesis-writing stages. The aims are to provide valuable research findings in order to support the hotel industry and perhaps other industries in Thailand in retaining talented employees within their organisations.

A fourth experience came from time management. I was a part-time DBA student, at the same time occupying an executive HR position and also working as a part-time lecturer at university. I had to manage and balance my time between work and study, although the DBA has taken my weekends and my vacation time for the past six years. It has been worth this trade-off, however, because both taught modules and research modules have enhanced my skills. I applied it to my professional work and also to my academic career. Additionally, I have enjoyed opportunities to network with other DBA students around the world in the same cohort and in other cohorts in PRW.

On a personal-development level, I learned the importance of setting strategic plans in different scenarios, such as work and study. My professional achievements could not guarantee that I would succeed in my study, especially at the thesis stage, because work and academic study demand very different skills and qualities. Achieving a DBA degree required high commitment, dedication and resilience in conducting and rewriting the thesis to ensure that it would add value for other HR practitioners and for business leaders in the industry. I am aware of the gaps in my competences that I have to develop continuously after the completion of this journey. Finally, I will enjoy undertaking a future research paper which is interested in different aspects of HR.

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Appendices

Appendix 1: Summary of HR Practices from Literature reviews

HR Practices	Authors, year	Key Research Findings
Relationships with colleagues	He et al. (2011a)	Managerial supports and coworker relationship have the positive affective organizational commitment.
	Chalkiti and Carson (2009)	Hotel employees concerns about maintaining a close relationship with co-workers as retaining strategies. In the other words, conflicts with co-workers resulted in employee turnover.
	Kunaviktikul et al. (2000)	The relationship between level of conflict and level of job satisfaction and intention to stay in Thailand. They found that a difference in the characteristics of co-workers was the most frequent cause of conflict and was correlated with intent to stay and turnover of professional nurses as Thai people maintain group harmony.
	Zeytinoglu et al. (2013)	Peer support work together influence job satisfaction and work environment.
	Yang et al. (2012)	HR retention strategies in Taiwan shown that unfair management, inability to get along with colleagues, frequent changes in operational policy and negative feedback and unconstructive criticism are the motivations for turnover among hotel employees.

HR Practices	Authors, year	Key Research Findings
Relationships with management team (senior managers)	Kusluvan et al.(2010)	The inappropriate management style is also pervasive feature of the tourism and hospitality industry.
	Eisenberger et al. (2002)	Managerial support may be defined as the degree to which employees form general impressions that their managers appreciate their contributions, are supportive, and care about their subordinates' well-being.
	He et al. (2011b)	The managerial attitude and behavior would have a significant relationship with the development of employee commitment. The managerial attitude may enhance intrinsic value associated with goal accomplishment, consider as criterion when evaluating their personal well-being in organisation.
Relationships with line managers	Yang et al. (2012)	The managers can modify time shifts and encourage employees share cases that happened at work on the particular day, such as customer complaints.
	Chalkiti and Carson, (2009)	The organizational conflicts appeared between superiors and subordinates resulted in employee turnover.
Job security	Bakan and Buyukbeşe, (2004:35).	The job security is one of the most significant variables of employee satisfaction which expresses the general attitude of the employee towards his/her job.
	Clark, (2005); Rose, (2005); Senol, (2011)	Empirical research shows that perceived job security was significantly and positively associated with overall job satisfaction in service industry.
	Wong and Ko (2009a)	The hotel employees' perception over work–life balance found that employees can trade off their salary in exchange for more free time with the huge benefit of job security

HR Practices	Authors, year	Key Research Findings
Job security	Mohsin et al. (2013)	The assess the antecedents of employee' intentions to resign from their jobs in luxury hotels in India found that job security, earnings and additional benefits are antecedents of employees' intention to quit.
	Pfeffer (1998)	Employment security is included as best practices model of relating to HRM and employee retention.
Work-life balance	Budhwar et al. (2006);Deery,(2008); Deery and Jago,2009;Deery and Jago,(2015); Hofmann and Storkburger-Sauer,(2017);Illes et al.,(2010);Qu and Zhao,(2012)	WLB is considered as variable factor increase job satisfaction, organizational commitment and retain talented employees
	Kodz et al., (2003)	Work life balance (WLB) is a key concern among hotel workers as they struggle to find time for their personal lives because of long working hours and overbearing workloads.
	Blomme et al. (2010)	The study is particularly instructive with regard to the impact that promotion opportunities and WLB impacts intention to leave.
Work-life balance	CHAN and MAN, (2013); Deery and Jago, (2009); Karatepe, (2012); Wong and Ko, (2009a)	Many hospitality examined the effects of WLB variable on job performance found that those hotel employees with heavy workloads had low WLB, showed poor job performance and impact the quality of life for hotel employees.
Pay	Fening and Chalothorn (2014)	Thai employees perceived that they were paid fairly and compensated well, this sustained employee commitment.
	Parker and Wright, (2001)	Providing pay packages (special pay premiums, stock options or bonuses, profit-sharing and group-based incentive pay) that are well above the market rate to attract and retain critical talents.

HR Practices	Authors, year	Key Research Findings
Pay	Chew and Chan (2008)	Pay was recognised as a potential antecedent of organisational commitment and intention to stay.
Total Remuneration package	Willis, (2000:20)	Compensation is 'the most critical issue when it comes to attracting and keeping talents.
	Cho et al., (2006)	Performance based pay and incentives are often an important for influencing employee performance and commitment.
	Mokaya et al. (2013)	Employees enjoy a satisfactory remuneration system in the hotel industry in Kenya.
	Parker and Wall, (1998)	Compensation provides some recognition i.e. pay for performance, non-monetary recognition is also important such as praises from manager, co-workers, team member and customers.
	Roberts et al., (1999)	An important factor underpinning the relationship between pay and job attitudes, such as organizational commitment and intention to stay; is the perception of equity of compensation.
Performance Management systems	Raeder et al. (2012)	The study examined the interaction between performance appraisal and performance based-pay found that integrating practices contribute to positive work outcomes and fulfillment of psychological contract.
	Konovsky and Cropanzano (1991) and Hemdi and Nasurdin (2006)	The perceptions of fair performance appraisal was significantly related to turnover intentions.
	Alonso et.al.,(2014);Boudreau et.al.,(2001);Chand and Katou,(2007);Chand and Ranga,(2018)	Performance appraisal is considered one of the most important HR practices for employee retention.
Career progressions	Khan et al., (2011); Kusluvan et al., (2010)	The opportunity for career progression is noted by a number of studies as being important in retaining staff.

HR Practices	Authors, year	Key Research Findings
Career progressions	Yang et al. (2012)	The research investigated HR retention strategies in Taiwan indicated that hotels generally provide career plans for the benefits of the company and not for the employees.
	Detoro and McCabe, (1997); Marchington and Wilkinson, (1997); Storey and Sisson, (1993); Bharwani and Butt, (2012); Davidson et al., (2010); Dean, (2012); Jaworshi et al., (2018); Johnson et al., (2018); Nyhan, (1999); Rathore, (2017); Young et al., (1998)	Organizations that were able to fulfill their employees' career aspirations had marked effect on organizational commitment.
Training and development	O'Neill and Xiao, (2010); Silva, (2006); Yang et al., (2012)	Studies suggested that training and development program need to meet employee expectations as this reinforces their job satisfaction and individual commitment to an organisation and to the hospitality profession as a whole.
	Karatepe, (2013)	As a motivator, work engagement through training empowerment and rewards will assist in retaining talented employees.
	Bassi and Van Buren, (1999); Wood, (1999)	The training and development needs of employees and employers are met, the more likely employees will stay in their organizations.
	Kim et al., 2007	The hospitality literature has shown that job autonomy can alleviate that level of employees' exhaustion.
Challenging job roles	Trank et al., (2002)	Organizational theorists have suggested that job enrichment initiatives need to be created for a productive workplace to exist. Individuals who prefer challenging assignments in their career tend to be high in cognitive abilities.

HR Practices	Authors, year	Key Research Findings
Challenging job roles	MacDuffie (1995); Pil and MacDuffie (1996)	An opportunity to work on challenging assignment has been shown to be positively related to organizational commitment and intention to stay.

Appendix 2: Survey Questionnaires

Retention practice

Retention Practices in five start hotel in Thailand

Thank you for taking the time to provide valuable input for my research regarding your experience of your employer, working environment and others HR practices. I would appreciate it if you could please complete this survey as honestly and as an accurately as you can, so that I am able to effectively analyse the results for the research paper.

ขอบคุณสำหรับการสละเวลาในการให้ข้อมูลที่มีคุณค่าสำหรับงานวิจัยในครั้งนี้ เกี่ยวกับประสบการณ์การทำงานของท่าน สภาพแวดล้อมในการทำงานและปัจจัยอื่น ๆ เกี่ยวกับแนวปฏิบัติทรัพยากรบุคคล หากนักวิจัยขอความกรุณาท่านตอบแบบสอบถามฉบับนี้ตรงตามความเป็นจริงมากที่สุด เพื่อให้นักวิจัยจะสามารถวิเคราะห์ผลจากแบบสอบถามได้อย่างครบถ้วนและถูกต้อง

Once this data has been collated and analysed, it may be useful in providing insight into retention practices for five-star hotels in Thailand.

ภายหลังการรวบรวมและวิเคราะห์ข้อมูลแล้วนั้น ผลของการวิเคราะห์ข้อมูลดังกล่าวถือเป็นข้อมูลสำคัญสำหรับแนวปฏิบัติการเก็บรักษาพนักงานผู้ซึ่งปฏิบัติงานในอุตสาหกรรมโรงแรมห้าดาวในเมืองไทย

Retention practice

Part 1: Bio data ข้อมูลเกี่ยวกับตัวท่าน

1 What is your gender? กรุณาระบุเพศของคุณ

- ☐ Male ชาย
- ☐ Female หญิง
- ☐ Prefer not to disclose ไม่ต้องการระบุ

2 What is your age?

- ☐ Less than 26 years น้อยกว่า 26 ปี
- ☐ 26-30 years 26-30 ปี
- ☐ 31-35 years 31-35 ปี
- ☐ 36-40 years 36-40 ปี
- ☐ 41-45 years 41-45 ปี
- ☐ 46-50 years 46-50 ปี
- ☐ More than 50 years มากกว่า 50 ปี
- ☐ Prefer not to disclose ไม่ต้องการระบุ

3 How long have you worked at the company?

- ☐ Less than 1 year น้อยกว่า 1 ปี
- ☐ 1-5 years ระหว่าง 1-5 ปี
- ☐ 6-10 years ระหว่าง 6-10 ปี
- ☐ More than 10 years มากกว่า 10 ปี
- ☐ Prefer not to disclose ไม่ต้องการระบุ

4 Which department do you work in? ท่านอยู่แผนกใด

5 Which area of job you are working for? ท่านทำงานในส่วนใด

Corporate office based
สำนักงานใหญ่

Property based (please
specific area as following
option...) ที่โรงแรม

Front of the house / guest
facing positions ส่วน
งานบริการด้านหน้า (ดูแลแขก
โรงแรม)

Back of the house /
supporting positions ส่วนงาน
สนับสนุน (ไม่ได้ดูแลแขกโดยตรง)

Prefer not to disclose ไม่ต้องการ
การระบุ

6 Which type of hotel you are working for? ท่านทำงานอยู่ที่โรงแรมประเภทใด

- ☐ International chain hotel โรงแรมเครือนานาชาติ
- ☐ National chain hotel โรงแรมเครือของไทย
- ☐ Local hotel โรงแรมไทย ไม่มีสาขา
- ☐ Prefer not to disclose ไม่ต้องการระบุ

7 What is the highest level of school you have completed or the highest degree you have received? การศึกษาสูงสุดของท่าน

- ☐ Diploma ประกาศนียบัตรต่ำกว่าปริญญาตรี
- ☐ Bachelor's degree ปริญญาตรี
- ☐ Master's degree ปริญญาโท
- ☐ Prefer not to disclose ไม่ต้องการระบุ
- ☐ Other (please specify)

8 What is your job status? สถานะการจ้างงานของท่าน

- ☐ Full-time พนักงานประจำ
- ☐ Part-time พนักงานชั่วคราว
- ☐ Prefer not to disclose ไม่ต้องการระบุ
- ☐ Other (please specify)

9 Which of the following best describes your current job level? ท่านอยู่ในตำแหน่งงานระดับใด

- ☐ Operative Staff level (i.e. Senior officer, officer) พนักงานปฏิบัติการ
- ☐ Operative Professional level พนักงานผู้เชี่ยวชาญ
- ☐ Supervisor หัวหน้างาน
- ☐ Line Manager (i.e. Manager, Senior Manager) ผู้จัดการแผนก
- ☐ Head of division (i.e. Director) ผู้จัดการส่วน
- ☐ Prefer not to disclose ไม่ต้องการระบุ
- ☐ Other (please specify)

Retention practice

Part 2: Employee expectation ความคาดหวังของท่านต่อแนวปฏิบัติ

- 11 How important is each of the following practices you expect in building your (personal) commitment to the organisation ท่านคิดว่าแนวปฏิบัติใดที่ตัวท่านเองคาดหวังว่าให้องค์กรมีเพื่อให้ท่านอยู่กับองค์กรได้นาน

	Not at all important ไม่ สำคัญเลย	Low important สำคัญน้อย	Slightly important ค่อนข้าง ไม่สำคัญ	Nurture กลางๆ	Moderate important ค่อนข้าง สำคัญ	Very important สำคัญมาก	Extremely important สำคัญมากที่สุด
Good relationship with colleagues ความสัมพันธ์ที่ดี กับเพื่อนร่วมงาน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good relationship with management team ความ สัมพันธ์ที่ดีกับทีมผู้บริหาร	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good relationship with manager ความสัมพันธ์ที่ดีกับ ผู้จัดการของท่าน	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good job security ความมั่นคง ในงานที่ดี	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good work-life balance ความสมดุลระหว่างงานและ ครอบครัวที่ดี	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good pay (basic salary, allowances, incentive etc.) ค่าตอบแทนด้านเงินที่ดี	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good pay and additional benefits (i.e. provident fund, medical insurance, annual leave etc.) ค่าตอบแทน และสวัสดิการต่างๆ ที่ดี อาทิ เช่น กองทุนสำรองเลี้ยงชีพ, แผนประกันสุขภาพ, วันหยุดพักผ่อน เป็นต้น	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good opportunity for promotion โอกาสที่ได้รับการ เลื่อนตำแหน่งที่ดี	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good performance management system ระบบ การประเมินผลปฏิบัติงานที่ดี	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good support on employee training and development การสนับสนุน ด้านการฝึกอบรมและพัฒนา ทักษะที่ดี	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenging jobs ความ ท้าทายในงานที่ทำ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 12 Others expectations (Please specific) ความคาดหวังอื่นๆ โปรดระบุ

Retention practice

Part 3: Employees' experiences ประสบการณ์ของท่านต่อแนวปฏิบัติต่างๆ

- 13 How satisfied are you with the current experience of each of the following practices ท่านพึงพอใจกับแนวปฏิบัติปัจจุบันขององค์กรในระดับใดจากประสบการณ์ปัจจุบันของท่าน

	Strongly dissatisfied ไม่พอใจอย่างมาก	Dissatisfied ไม่พอใจส่วนมาก	Slightly dissatisfied ค่อนข้างจะไม่พอใจ	Neutral กลางๆ	Slightly Satisfied ค่อนข้างพอใจ	Satisfied พอใจส่วนมาก	Strongly satisfied พอใจมากที่สุด
Overall I am satisfied with good relationship with my colleagues โดยรวมแล้ว ฉันพึงพอใจกับความสัมพันธ์ที่ดีกับเพื่อนร่วมงานของฉัน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I am satisfied with good relationship with my line manager โดยรวมแล้ว ฉันพึงพอใจกับความสัมพันธ์ที่ดีกับหัวหน้างานของฉัน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I am satisfied with with good relationship with my management team โดยรวมแล้ว ฉันพึงพอใจกับความสัมพันธ์ที่ดีกับผู้บริหารของฉัน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I am satisfied with based pay โดยรวมแล้ว ฉันพึงพอใจกับการจ่ายค่าตอบแทน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I am satisfied with remuneration package โดยรวมแล้ว ฉันพึงพอใจกับการจ่ายเงินเดือนและสวัสดิการ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I am satisfied with job scopes โดยรวมแล้ว ฉันพึงพอใจกับลักษณะงาน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I am satisfied with Performance management system โดยรวมแล้ว ฉันพึงพอใจกับระบบการบริหารผลการปฏิบัติงาน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly dissatisfied ไม่พอใจอย่างมาก	Dissatisfied ไม่พอใจส่วน มาก	Slightly dissatisfied ค่อนข้างจะไม่พอใจ	Neutral กลางๆ	Slightly Satisfied ค่อนข้างพอใจ	Satisfied พอใจส่วน มาก	Strongly satisfied พอใจมากที่สุด
Overall I am satisfied with Job security โดยรวมแล้ว ฉันพึงพอใจกับความมั่นคงในงาน	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I am satisfied with Training and development โดยรวมแล้ว ฉันพึงพอใจกับการฝึกอบรมและพัฒนาทักษะ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall I am satisfied with work-life balance โดยรวมแล้ว ฉันพึงพอใจกับความสมดุลด้านงานและชีวิตส่วนตัว	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I am satisfied with career progression โดยรวมแล้ว ฉันพึงพอใจกับความก้าวหน้าในงานและสายอาชีพ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I am satisfied in this organisation โดยรวมแล้ว ฉันพึงพอใจกับการทำงานในองค์กรนี้	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14 Any other additional comments (Please specific) หากคุณมีความคิดเห็นเพิ่มเติมอื่นๆ โปรดระบุ

Retention practice

Contact information

13 Please leave your contact information if you are willing to be contacted with follow-up questions or if you are willing to discuss this topic further with the researcher กรุณาแจ้งรายละเอียดในกรณีที่ท่านต้องการให้นักวิจัยติดต่อกลับเพื่อขอข้อมูลเพิ่มเติม

Name ชื่อ	<input type="text"/>
contact no. เบอร์โทรศัพท์	<input type="text"/>
Name of organisation ชื่อองค์กรของท่าน	<input type="text"/>
email อีเมลล์	<input type="text"/>

Retention practice

Retention Practices in five start hotel in Thailand

Thank you for taking the time to provide valuable input for my research regarding your experience of your employer, working environment and others HR practices. I would appreciate it if you could please complete this survey as honestly and as an accurately as you can, so that I am able to effectively analyse the results for the research paper.

ขอบคุณสำหรับการสละเวลาในการให้ข้อมูลที่มีคุณค่าสำหรับงานวิจัยในครั้งนี้ เกี่ยวกับประสบการณ์การทำงานของท่าน สภาพแวดล้อมในการทำงานและปัจจัยในเรื่องอื่นๆ เกี่ยวกับแนวปฏิบัติทรัพยากรบุคคล ทางนี้วิจัยขอความกรุณาท่านตอบแบบสอบถามฉบับนี้ตรงตามความเป็นจริงมากที่สุด เพื่อทางนี้วิจัยจะสามารถวิเคราะห์ผลจากแบบสอบถามได้อย่างครบถ้วนและถูกต้อง

Once this data has been collated and analysed, it may be useful in providing insight into retention practices for five-star hotels in Thailand.

ภายหลังการรวบรวมและวิเคราะห์ข้อมูลแล้วนั้น ผลของการวิเคราะห์ข้อมูลดังกล่าวถือเป็นข้อมูลสำคัญสำหรับแนวปฏิบัติการเก็บรักษาพนักงานผู้ซึ่งปฏิบัติงานในอุตสาหกรรมโรงแรมห้าดาวในเมืองไทย

Appendix 3: The seven point Likert scales

Analysis finding for retention practices building commitment to the organisation and which HR practices are expected by the employees

In order to examine the retention practices building commitment to the organisation and which HR practices are expected by employees working in five star hotels; the seven point Likert scales used to interpret the variables ranged from 1.0-1.86 corresponding, to responses of Strongly Dissatisfied, followed by 1.87-2.72 for Dissatisfied, 2.73-3.60 for Slightly dissatisfied, 3.60-4.46 for Neither agree or disagree, 4.47-5.33 for Slightly satisfied, 5.34-6.19 for Satisfied and 6.20-7.00 for Strongly satisfied as shown in table 4.5.;

The seven point Likert scales indicating the scales of agreement / important in each statement

Rating Level	1	2	3	4	5	6	7
Description	Not at All Important	Low Important	Slightly Important	Neutral	Moderately Important	Very Important	Extremely Important
	Strongly Disagree / dissatisfied	Disagree / dissatisfied	Slightly Disagree / dissatisfied	Neutral	Slightly Agree / satisfied	Agree / satisfied	Strongly Agree / satisfied
Arbitrary levels and descriptive ratings	1.00-1.86	1.87-2.72	2.73-3.60	3.60-4.46	4.47-5.33	5.34-6.19	6.20-7.00

Appendix 4: Five star hotel lists in Thailand

N0.	Hotel Name	Hotel types	Province
1	AETUS LUMPINI	LH	BANGKOK
2	AMARI ORCHID PATTAYA (OCEAN TOWER)	ICH	CHONBURI
3	AMARI WATERGATE BANGKOK	ICH	BANGKOK
4	ANANTARA BANGKOK RIVERSIDE RESORT & SPA	NCH	BANGKOK
5	ANANTARA BOPHUT RESORT& SPA	NCH	SURATTHANI
6	ANANTARA CHAINGMAI RESORT & SPA	NCH	CHIANG MAI
7	ANANTARA LAWANA RESORT & SPA	NCH	SURATTHANI
8	ANANTARA RESORT & SPA GOLDEN TRIANGLE	NCH	CHIANGRAI
9	ANANTARA SI KAO RESORT	NCH	TRANG
10	BANYAN TREE BANGKOK	ICH	BANGKOK
11	BHUNDHARI SPA RESORT & VILLAS SAMUI	LH	SURAT THANI
12	CENTARA GRAND AT CENTRAL PLAZA LADPRAO BAHOTEL	NCH	BANGKOK
13	CENTARA GRAND AT CENTRAL WORLD	NCH	BANGKOK
14	CENTARA GRAND BEACH RESORT & VILLAS HUA HIRESORT	NCH	PRACHUAP KHIRI KHAN
15	CENTARA GRAND BEACH RESORT & VILLAS KRABI RESORT	NCH	KRABI
16	CENTARA GRAND BEACH RESORT PHUKET	NCH	PHUKET
17	CENTARA GRAND BEACH RESORT SAMUI	NCH	SURAT THANI
18	CONRAD BANGKOK HOTEL	ICH	BANGKOK
19	DHEVAN DARA BEACH VILLA KUIBURI	LH	PRACHUABKHIRIKHAN
20	DHEVAN DARA RESORT & SPA HUAHIN	LH	PRACHUAP KHIRI KHAN
21	DUSIT D2 CHIANG MAI	NCH	CHIANGMAI
22	DUSIT ISLAND RESORT	NCH	CHIANG RAI
23	DUSIT THANI BANGKOK	NCH	BANGKOK
24	DUSIT THANI HUA HIN	NCH	PETCHBURI
25	DUSIT THANI LAGUNA PHUKET	NCH	PHUKET
26	DUSIT THANI PATTAYA	NCH	CHON BURI
27	GARDEN CLIFF RESORT	LH	CHONBURI

N0.	Hotel Name	Hotel types	Province
28	INTERCONTINENTAL BANGKOK	ICH	BANGKOK
30	JW MARRIOTT PHUKET RESORT & SPA	ICH	PHUKET
31	MAI SAMUI BEACH RESORT & SAMUI	NCH	SURATTHANI
32	MAIKHAO DREAM RESORT & SPA, NATAI PHANG NGRESORT	NCH	PHANG NGA
33	MAIKHAO DREAM VILLA RESORT & SPA MAIKHAO PRESORT	NCH	PHUKET
34	MELATI BEACH RESORT AND SPA	NCH	SURATTHANI
35	METROPOLITAN BANGKOK HOTEL	ICH	BANGKOK
36	PARADEE RESORT	LH	RAYONG
37	PATHUMWAN PRINCESS HOTEL	NCH	BANGKOK
38	PATTAYA MARRIOT RESORT & SPA	NCH	CHONBURI
39	PHUKETGRACE LAND RESORT & SPA	LH	PHUKET
40	PIMALAI RESORT & SPA	LH	KRABI
41	PULLMAN BANGKOK KING POWER	NCH	BANGKOK
42	PULLMAN KHON KAEN RAJA ORCHID	NCH	KHONKAEN
43	RAMADA PLAZA BANGKOK MENAM RIVERSIDE	NCH	BANGKOK
44	RATILANNA RIVERSIDE SPA RESORT, CHIANGMAI	LH	CHIANGMAI
45	RAVINDRA BEACH RESORT & SPA	LH	CHON BURI
46	RAYAVADEE	LH	KRABI
47	ROYAL CLIFF BEACH RESORT	ICH	CHONBURI
48	ROYAL MUANG SAMUI VILLAS	LH	SURATTHANI
49	ROYAL ORCHID SHERATON HOTEL & TOWERS	ICH	BANGKOK
50	SEA PEAR VILLAS PHUKET	LH	PHUKET
51	SHANGRI - LA HOTEL BANGKOK	ICH	BANGKOK
52	SHANGRI-LA HOTEL CHIANGMAI	ICH	CHIANGMAI
53	SHERATON GRANDE SUKHUMVIT	ICH	BANGKOK
54	SHERATON HUA HIN RESORT & SPA	ICH	PHETCHABURI
55	SHERATON KRABI BEACH RESORT	ICH	KRABI
56	SOFITEL SO BANGKOK	ICH	BANGKOK
57	SRI PANWA PHUKET	NCH	PHUKET
58	SWISSOTEL LE CONCORDE BANGKOK	ICH	BANGKOK

N0.	Hotel Name	Hotel types	Province
59	THE GRAND FOUR WING CONVENTION HOTEL BANHOTEL	NCH	BANGKOK
61	THE SUKOSOL	NCH	BANGKOK
62	THE SURIN PHUKET HOTEL	LH	PHUKET
63	THE ZIGN HOTEL	LH	CHON BURI
64	V VILLAS HUA HIN	NCH	PRACHUAP KHIRI KHAN
65	VIE HOTEL BANGKOK	NCH	BANGKOK

Appendix 5: List of participants in the interview sessions

No.	Interview	Participant	Age	Gender	Staff Level	Department	Service Years	Type of hotel
1	one-to-one	M02	31	F	Manager	Front Office	1	NCH
2	one-to-one	M03	35	F	Manager	Housekeeping	1	NCH
3	one-to-one	M04	31	F	Manager	Reservation	3	NCH
4	one-to-one	OS02	32	F	Supervisor	Laundry	4	NCH
5	one-to-one	E02	24	M	Supervisor	Food and Beverage	< 1	NCH
6	one-to-one	E03	28	M	Supervisor	Front Office	< 1	NCH
7	one-to-one	E04	36	M	Supervisor	Engineering	1	NCH
8	one-to-one	E05	32	F	Supervisor	Executive office	< 1	NCH
9	one-to-one	E06	32	F	Supervisor	Kitchen	< 1	NCH
10	one-to-one	OS05	32	F	Supervisor	Administration	7	NCH
11	one-to-one	M01	30	M	Manager	Food and Beverage	2	NCH
12	one-to-one	OS01	28	M	Supervisor	Food and Beverage	4	NCH
13	one-to-one	M05	34	F	Manager	Front Office	11	NCH
14	one-to-one	OS03	34	F	Supervisor	Housekeeping	1	NCH
15	one-to-one	E01	31	F	Supervisor	Food and Beverage	< 1	NCH
16	one-to-one	OS04	27	F	Supervisor	Food and Beverage	2	NCH
17	one-to-one	E07	30	M	Supervisor	Food and Beverage	2	NCH
18	one-to-one	E08	31	F	Supervisor	Front Office	2	NCH
19	one-to-one	E09	33	F	Supervisor	Front Office	2	NCH
20	one-to-one	E10	48	M	Supervisor	Accounting	9	NCH
21	one-to-one	E11	31	F	Supervisor	Kitchen	4	NCH
22	one-to-one	E12	42	M	Supervisor	Kitchen	1	NCH
23	one-to-one	E13	24	F	Supervisor	Front Office	1	NCH
24	one-to-one	E14	31	M	Supervisor	Food and Beverage	6	ICH
25	one-to-one	E15	29	F	Supervisor	Spa	< 1	ICH
26	one-to-one	E16	29	F	Supervisor	Executive office	2	LH
27	one-to-one	E17	31	M	Supervisor	IT	< 1	LH
28	one-to-one	E18	24	F	Supervisor	Front Office	< 1	NCH
29	one-to-one	E19	23	M	Supervisor	Accounting	< 1	NCH
30	one-to-one	E20	32	F	Supervisor	Spa	3	NCH
31	one-to-one	E21	22	M	Supervisor	Front Office	< 1	NCH
32	one-to-one	E22	32	F	Supervisor	Executive office	5	LH
33	one-to-one	M06	46	F	Manager	Executive office	< 1	LH
34	one-to-one	M07	40	M	Manager	Food and Beverage	3	ICH
35	one-to-one	M08	45	M	Manager	Engineering	13	ICH
36	one-to-one	M09	32	M	Manager	Food and Beverage	< 1	NCH
37	one-to-one	M10	35	F	Manager	Spa	10	ICH

No.	Interview	Participant	Age	Gender	Staff Level	Department	Service Years	Type of hotel
38	one-to-one	M11	35	F	Manager	Sales & Marketing	< 1	NCH
39	one-to-one	M12	40	M	Manager	Food and Beverage	10	ICH
40	one-to-one	M13	36	M	Manager	Food and Beverage	14	NCH
41	one-to-one	M14	49	M	Manager	Food and Beverage	10	ICH
42	one-to-one	M15	38	F	Manager	Spa	4	ICH
43	one-to-one	M16	42	F	Manager	Executive office	3	LH
44	one-to-one	M17	31	F	Manager	Fitness	1	ICH
45	one-to-one	OS06	40	M	Supervisor	Front Office	< 1	ICH
46	one-to-one	OS07	42	M	Supervisor	Food and Beverage	7	NCH
47	one-to-one	OS08	49	M	Supervisor	Housekeeping	1	NCH
48	one-to-one	OS09	42	F	Supervisor	Housekeeping	18	NCH
49	one-to-one	OS11	32	F	Supervisor	Front Office	5	NCH
50	one-to-one	OS12	35	F	Staff	Engineering	5	NCH
51	one-to-one	OS13	32	F	Staff	Housekeeping	5	NCH
52	one-to-one	OS14	36	M	Staff	Engineering	4	NCH
53	one-to-one	OS15	38	M	Staff	Food and Beverage	3	NCH
54	one-to-one	OS16	40	M	Staff	Food and Beverage	4	NCH
55	one-to-one	OS17	32	F	Staff	Front Office	2	NCH
56	one-to-one	OS18	31	F	Staff	Front Office	7	NCH
57	one-to-one	OS19	30	F	Staff	Executive office	5	NCH
58	one-to-one	OS20	28	F	Staff	Accounting	9	NCH
59	one-to-one	OS21	33	F	Staff	Front Office	6	NCH
60	one-to-one	OS22	37	M	Staff	Food and Beverage	3	NCH
61	one-to-one	OS23	34	F	Staff	Kitchen	6	NCH
62	one-to-one	OS24	32	M	Staff	Engineering	4	NCH

Appendix 6: Research Information and Consent form

Retention practices in Five Star hotels in Thailand

ภาคผนวก 1

การรักษาพนักงานในกลุ่มโรงแรมห้าดาวในเมืองไทย

Information Sheet

ข้อมูลเบื้องต้นเกี่ยวกับงานวิจัย

Increasing competition for staff in Thailand's hotel industry means that HR strategies and practices must be transformed if Thailand's five-star hotels are to recruit and retain the staff they need.

การแข่งขันสำหรับการแย่งชิงพนักงานที่มีความสามารถในอุตสาหกรรมโรงแรมได้ทวีคูณขึ้นเป็นอย่างมาก ดังนั้นกลยุทธ์ด้านการบริหารทรัพยากรบุคคลและการดำเนินการของหน่วยงานบริหารทรัพยากรบุคคลนั้น ต้องการปรับเปลี่ยนเพื่อเตรียมความพร้อมในการแข่งขันเรื่องของการสรรหา และการเก็บรักษาพนักงานสำหรับพนักงานในกลุ่มห้าดาวของโรงแรมในเมืองไทย

This study aims to explore the preparedness of Thailand's five-star hotels to compete for the best staff during a time of great demand for skilled and dedicated hotel staff. I am aiming to discover how to enhance retention practices within five-star hotels in Thailand. The study will: examine the differences of HR practices between five-star local, national and international chains hotels in Thailand; to establish which of these attraction and retention practices are valued by employees working in five star hotels in Thailand, and help understand the role of Human Resource Managers in attracting and retaining staff.

วัตถุประสงค์ของรายงานนี้คือเพื่อเตรียมความพร้อมของโรงแรมห้าดาวในเมืองไทยเพื่อให้พร้อมที่จะแข่งขันในช่วงเวลาที่ตลาดต้องการพนักงานโรงแรมที่มีผลการปฏิบัติงานที่โดดเด่น, มีความทุ่มเทและทักษะสำหรับการปฏิบัติงาน ทางผู้วิจัยมีความตั้งใจที่จะค้นหาแนวทางว่าทำอย่างไรที่จะขยายขอบเขตขีดความสามารถสำหรับรักษาทรัพยากรบุคคลที่มีคุณค่าเหล่านั้นไว้ในกลุ่มเครือโรงแรมห้าดาวในเมืองไทย งานวิจัยนี้ได้กำหนดวัตถุประสงค์ สามประการ ประการแรกเพื่อที่จะค้นหาความแตกต่างแนวปฏิบัติของกลยุทธ์การรักษาพนักงานระหว่างโรงแรมห้าดาวท้องถิ่น, โรงแรมห้าดาวในเครือของไทย และโรงแรมห้าดาวในเครือของต่างประเทศ ประการที่สองเพื่อค้นหาว่าวิธีการในการดึงดูดและการรักษากลุ่มพนักงานในเครือโรงแรมห้าดาว

ที่มีคุณค่านั้นทำอย่างไร และประการสุดท้ายเพื่อช่วยให้เข้าใจความสำคัญของบทบาทของนักบริหารทรัพยากรบุคคลในการนำเสนอกลยุทธ์เพื่อดึงดูดและรักษานักงาน

This study will help Thai hotels develop and maintain a sustainable competitive advantage. The study will carry out surveys, and will be followed by in-depth interviews with employees. The surveys and interviews together will provide the information needed to ensure Thailand's tourist industry remains successful.

งานวิจัยนี้จะมีส่วนช่วยให้โรงแรมในเมืองไทยพัฒนาและรักษาความได้เปรียบในการแข่งขันในอุตสาหกรรม งานวิจัยนี้จะประกอบไปด้วยแบบสอบถามกลุ่มพนักงานที่ทำงานในโรงแรมระดับห้าดาวในเมืองไทย นอกจากการนำเสนอแบบสอบถามนี้แล้ว ทางผู้วิจัยจะดำเนินการสัมภาษณ์หนึ่งต่อหนึ่งอย่างละเอียด (in-depth interview) ซึ่งประกอบไปด้วยพนักงานทั่วไปซึ่งปฏิบัติงานในกลุ่มโรงแรม ผู้จัดการด้านทรัพยากรบุคคลและผู้เชี่ยวชาญทางด้านทรัพยากรบุคคล สำหรับแบบสำรวจนี้ การสัมภาษณ์แบบเดี่ยวจะช่วยให้ได้ข้อมูลที่จำเป็นในการหาวิธีการในการดึงดูดและรักษานักงานในกลุ่มโรงแรมห้าดาวได้อย่างประสบความสำเร็จ

You have experience of the industry and know about its culture and how things get done, so I am asking you if you would be interested in completing the survey. It should take about 15 minutes and I guarantee full confidentiality. I will not use your name or the name of the organisation you work for in any report or paper we write.

เนื่องจากท่านเป็นผู้มีประสบการณ์ และมีความเข้าใจในวัฒนธรรมและสิ่งต่างๆในอุตสาหกรรมนี้เป็นอย่างดี ดังนั้นจึงอยากขอความร่วมมือจากท่านในการตอบแบบสอบถามนี้ โดยจะใช้เวลาประมาณ 15 นาที ข้อมูลต่างๆ เหล่านี้จะถูกจัดเก็บเป็นความลับ และจะไม่มีการระบุชื่อของท่านหรือว่าองค์กรของท่านในรายงานวิจัยฉบับนี้

If you agree to participate in the survey, I will also ask you if you would be interested in being interviewed a few months later. Again I will guarantee full confidentiality. The discussion will be recorded and the recording will be typed up. To guarantee your confidentiality, I will ask you if you could choose a nickname that I can call you when writing the account of the study. If you would like to receive a copy of the transcript of your interview, you will be able to

email me (my email addresses are below) and I will send you an electronic copy or, if you prefer, a hard copy.

หากท่านสนใจที่จะเข้าร่วมสำหรับการให้ข้อมูลงานวิจัยนี้ ทางผู้วิจัยจะเรียนเชิญท่านเพื่อเข้าร่วมการสัมภาษณ์ในการจัดเก็บข้อมูลเชิงลึกในวาระต่อไป ซึ่งข้อมูลต่าง ๆ นั้นจะถูกจัดเป็นความลับ ระหว่างการสนทนาจะมีการอัดเสียงทั้งนี้วัตถุประสงค์เพื่อนำมาทำสรุปเท่านั้น หากท่านไม่สะดวกในการให้ชื่อจริงของท่าน ท่านสามารถให้นามสมมติของท่านได้ ทั้งนี้เพื่อวัตถุประสงค์ของผู้จัดทำที่จะสามารถอ้างอิงถึงข้อมูลในรายงานได้ หากท่านต้องการสำเนาของการสัมภาษณ์ ท่านสามารถส่ง e-mail มาได้ตาม e-mail address ข้างล่างนี้ ทางผู้จัดทำจะมีการส่งสำเนาไปให้ท่านทาง e-mail หากท่านต้องการขอเป็นสำเนาเป็นรูปแบบของเอกสาร ท่านสามารถระบุไว้ว่าขอเป็นรูปแบบของเอกสาร

I am excited about this project and am looking forward to launch the survey and interviewing employees whose knowledge, opinions and experiences are invaluable to this important sector of Thai hotel industry. If you have any questions I have not answered here, please let me know.

ทางผู้จัดทำมีความสนใจอย่างมากสำหรับงานวิจัยนี้ และพร้อมที่จะส่งแบบสอบถาม รวมถึงการสัมภาษณ์กลุ่มพนักงานผู้ซึ่งประกอบเบียมไปด้วย ความรู้ ความคิดเห็นและประสบการณ์ที่มีคุณค่าอันประเมินค่าไม่ได้สำหรับกลุ่มอุตสาหกรรมเครือโรงแรมในประเทศไทย หากท่านมีข้อสงสัยประการใดที่ไม่ได้มีการระบุไว้ใน ณ ที่นี้ ท่านสามารถติดต่อสอบถามทางผู้วิจัยได้ทุกเมื่อ

Wallapa Suengkamolpisut

Researcher

วัลลภา ชั่งกมลพิสุทธิ

ผู้วิจัย

Consent Form

ภาคผนวก 2 - แบบฟอร์มการยินยอม



Title of project: Retention practices in Five Star hotels in Thailand

หัวข้อของโครงการ: แนวปฏิบัติการเก็บรักษาพนักงานในเครือโรงแรมห้าดาวในเมืองไทย

Names of researcher: Wallapa Suengkamolpisut

ชื่อผู้ค้นคว้างานวิจัย วัลลภา ซึ่งกมลพิสุทธิ

1. I confirm that I have read the Information Sheet about this study and have been able to ask questions about it;

ข้าพเจ้ายืนยันว่าข้าพเจ้าได้อ่านเอกสารข้อมูลเกี่ยวกับโครงการงานวิจัยฉบับนี้และยินยอมในการให้ข้อมูลเพิ่มเติมโดยการสอบถามคำถาม

2. I know that my participation is voluntary and that I can withdraw at any time, without giving a reason;

ข้าพเจ้าทราบว่า การเข้าร่วมโครงการนี้เป็นไปด้วยความเต็มใจ ดังนั้นข้าพเจ้าสามารถถอนตัวออกจากโครงการนี้ได้ตลอดเวลา โดยไม่ต้องระบุเหตุผล

3. I know that the interview or focus group will be recorded, but that I am free to refuse to be recorded;

ข้าพเจ้าทราบว่า การสัมภาษณ์แบบเดี่ยวหรือการสัมภาษณ์แบบกลุ่มย่อย จะมีการบันทึกเสียง แต่ข้าพเจ้าสามารถที่จะปฏิเสธการบันทึกเสียงได้

4. I know that my name and the name of the company I work for will remain confidential, and that no-one will be able to identify who has participated in this study;

ข้าพเจ้ารับทราบว่า ชื่อของข้าพเจ้าและชื่อของบริษัทของข้าพเจ้าจะถูกจัดเก็บเป็นความลับ และไม่มีใครสามารถระบุได้ว่าข้าพเจ้าเป็นหนึ่งคนที่ได้เข้าร่วมในการศึกษาวิจัยนี้

5. I agree /do not agree (delete as applicable) to take part in the above study.

ข้าพเจ้ายอมรับ / ข้าพเจ้าปฏิเสธ ในการเป็นส่วนหนึ่งของการศึกษาวิจัยนี้

Name

ชื่อ

Date

วันที่

Signature

ลายเซ็น

Researcher:

ชื่อผู้ค้นคว้าวิจัย

Name Wallapa Suengkamolpisut

ชื่อ

Date

วันที่

Signature

ลายเซ็น

One copy of this form to be given to the participant, and one to be kept on file in the researcher's office.

เอกสารฉบับนี้ สำเนาหนึ่งฉบับจะถูกจัดส่งไปให้ผู้เข้าร่วมโครงการ อีกฉบับทางผู้ค้นคว้าวิจัยจะ

เป็นผู้จัดเก็บ

Appendix 7: One-Way ANOVA

The table presents one-way ANOVA to examine how the expectations of retention practices differ between National chain, International chain and local hotels.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Relationships with my colleagues	Between Groups	13.071	2	6.536	5.537	.004
	Within Groups	535.914	454	1.180		
	Total	548.985	456			
Relationships with management team	Between Groups	20.202	2	10.101	7.022	.001
	Within Groups	653.076	454	1.438		
	Total	673.278	456			
Relationships with line manager	Between Groups	22.508	2	11.254	8.390	.000
	Within Groups	608.963	454	1.341		
	Total	631.470	456			
Job security	Between Groups	12.017	2	6.009	4.001	.019
	Within Groups	681.742	454	1.502		
	Total	693.759	456			
Remuneration package	Between Groups	8.238	2	4.119	3.013	.050
	Within Groups	620.703	454	1.367		
	Total	628.941	456			
Work-life balance	Between Groups	14.474	2	7.237	4.832	.008
	Within Groups	679.894	454	1.498		
	Total	694.368	456			
Pay	Between Groups	9.432	2	4.716	3.159	.043
	Within Groups	677.727	454	1.493		
	Total	687.160	456			
Career Progression	Between Groups	26.733	2	13.366	8.781	.000
	Within Groups	691.083	454	1.522		
	Total	717.816	456			
Training and development	Between Groups	13.876	2	6.938	5.079	.007
	Within Groups	620.186	454	1.366		
	Total	634.061	456			
PM systems	Between Groups	23.042	2	11.521	7.311	.001
	Within Groups	715.435	454	1.576		
	Total	738.477	456			
The challenging job roles	Between Groups	22.113	2	11.057	7.827	.000
	Within Groups	641.305	454	1.413		
	Total	663.418	456			

Multiple Comparisons

LSD

Dependent Variable			Mean Difference (I- J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Relationships with my colleagues	ICHs	NCH	-.148	.120	.220	-.38	.09
		LHs	.275*	.140	.050	.00	.55
	NCH	ICHs	.148	.120	.220	-.09	.38
		LHs	.423*	.127	.001	.17	.67
	LHs	ICHs	-.275*	.140	.050	-.55	.00
Relationships with management team	ICHs	NCH	-.423*	.127	.001	-.67	-.17
		LHs	-.160	.133	.227	-.42	.10
	NCH	ICHs	.365*	.154	.019	.06	.67
		LHs	.160	.133	.227	-.10	.42
	LHs	ICHs	.525*	.140	.000	.25	.80
Relationships with line manager	ICHs	NCH	-.365*	.154	.019	-.67	-.06
		LHs	-.525*	.140	.000	-.80	-.25
	NCH	ICHs	-.166	.128	.196	-.42	.09
		LHs	.388*	.149	.010	.10	.68
	LHs	ICHs	.166	.128	.196	-.09	.42
Job security	ICHs	NCH	.554*	.135	.000	.29	.82
		LHs	-.388*	.149	.010	-.68	-.10
	NCH	ICHs	-.554*	.135	.000	-.82	-.29
		LHs	.008	.136	.954	-.26	.27
	LHs	ICHs	.383*	.158	.016	.07	.69
The Remuneration package	ICHs	NCH	-.008	.136	.954	-.27	.26
		LHs	.375*	.143	.009	.09	.66
	NCH	ICHs	-.383*	.158	.016	-.69	-.07
		LHs	-.375*	.143	.009	-.66	-.09
	LHs	ICHs	-.111	.129	.392	-.37	.14
Work-life balance	ICHs	NCH	.225	.151	.136	-.07	.52
		LHs	.111	.129	.392	-.14	.37
	NCH	ICHs	.336*	.137	.014	.07	.60
		LHs	-.225	.151	.136	-.52	.07
	LHs	ICHs	-.336*	.137	.014	-.60	-.07
	ICHs	NCH	.007	.135	.956	-.26	.27
		LHs	.420*	.158	.008	.11	.73
	NCH	ICHs	-.007	.135	.956	-.27	.26
		LHs	.412*	.143	.004	.13	.69
	LHs	ICHs	-.420*	.158	.008	-.73	-.11

Multiple Comparisons

LSD

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
Pay	ICHs	NCH	-.040	.135	.766	-.31	.23
		LHs	.308	.157	.051	.00	.62
	NCH	ICHs	.040	.135	.766	-.23	.31
		LHs	.348*	.143	.015	.07	.63
	LHs	ICHs	-.308	.157	.051	-.62	.00
Career Progression	ICHs	NCH	-.348*	.143	.015	-.63	-.07
		LHs	-.063	.137	.645	-.33	.21
		LHs	.522*	.159	.001	.21	.83
		NCH	.063	.137	.645	-.21	.33
	NCH	ICHs	.585*	.144	.000	.30	.87
		LHs	-.522*	.159	.001	-.83	-.21
		ICHs	-.585*	.144	.000	-.87	-.30
		NCH	-.103	.129	.427	-.36	.15
Training and development	ICHs	NCH	.330*	.151	.029	.03	.63
		LHs	.103	.129	.427	-.15	.36
		LHs	.433*	.137	.002	.16	.70
		ICHs	-.330*	.151	.029	-.63	-.03
	NCH	ICHs	-.433*	.137	.002	-.70	-.16
		LHs	.055	.139	.692	-.22	.33
		LHs	.555*	.162	.001	.24	.87
		NCH	-.055	.139	.692	-.33	.22
PM systems	ICHs	LHs	.500*	.147	.001	.21	.79
		ICHs	-.555*	.162	.001	-.87	-.24
		NCH	-.500*	.147	.001	-.79	-.21
		LHs	-.216	.132	.102	-.47	.04
	NCH	LHs	.334*	.153	.030	.03	.63
		ICHs	.216	.132	.102	-.04	.47
		LHs	.549*	.139	.000	.28	.82
		ICHs	-.334*	.153	.030	-.63	-.03
The challenging job roles	ICHs	NCH	-.549*	.139	.000	-.82	-.28
		LHs					
	NCH	ICHs					
		LHs					

*. The mean difference is significant at the 0.05 level.

Appendix 8: Qualitative data shows the expectations that employees have of their retention practices in differences hotel types

Practices	NCHs	ICHs	LHs
Relationships with colleagues	<ul style="list-style-type: none"> - Expecting team-based working styles and getting support from colleagues and having personal social connection. 	<ul style="list-style-type: none"> - Expecting team-based working styles and getting support from colleagues and having personal social connection. 	<ul style="list-style-type: none"> - Expecting team-based working styles and getting support from colleagues and having personal social connection. - Focus on individual styles of working, de-emphasising team work.
Relationships with management team	<ul style="list-style-type: none"> - Expecting the management team to have physical closeness by getting support, take care of them, understand their needs which they believe can promote the positive emotions. 	<ul style="list-style-type: none"> - They were satisfied with their management 	<ul style="list-style-type: none"> - Expecting the level of involvement and have physical closeness from their management team, not fear-based management. - Expecting that good management should be a good leader who complies with good business ethics and work with organisational stakeholders in a transparent way.
Relationships with operational managers	<ul style="list-style-type: none"> - Expecting their managers to have physical closeness by getting support, take care of them and acting as role model for engaging staff. - Expecting HR manager promote team-based working by providing team building activity between staff and management. 	<ul style="list-style-type: none"> - Expecting their managers to have physical closeness by getting support, take care of them and acting as role model for engaging staff. 	<ul style="list-style-type: none"> - Expecting their managers to have physical closeness by getting support, take care of them and acting as role model for engaging staff.

Practices	NCHs	ICHs	LHs
Job security	<ul style="list-style-type: none"> - Expecting their organisations to promote hotel brands which lead to long-term organisation financial stability. 	<ul style="list-style-type: none"> - Expecting their organisations to promote hotel brands which lead to long-term organisation financial stability. 	<ul style="list-style-type: none"> - Expecting organisation offer job promise and lead to long-term organisation financial stability, the job stability makes employees feel secure and fulfil their personal goals for their long-term life achievement.
Work-life balance	Expecting 5 working days per week and the flexibility of working roster		
Base pay	<ul style="list-style-type: none"> - Expecting reviewing the performance base pay policy in order to compete with other hotels. - Competitive pay. 	<ul style="list-style-type: none"> - Expecting reviewing the performance base pay policy in order to compete with other hotels. - Competitive pay. 	<ul style="list-style-type: none"> - Expecting reviewing the pay policy. - Competitive pay.
The Remuneration package (Base pay and benefits)	<ul style="list-style-type: none"> - Expecting reviewing the benefits package, i.e. covering family members - Medical insurance with private hospitals. 	<ul style="list-style-type: none"> - They were satisfied with the benefits provided. 	<ul style="list-style-type: none"> - Revising the benefits by increasing credit for medical insurance. - Revise annual leave policy.
Career Progression	<ul style="list-style-type: none"> - Expecting the role of HR to implement and link the PM system with other HRM practices, i.e. performance base pay systems, enhance employees' skills, career progression. 	<ul style="list-style-type: none"> - Expecting the role of HR to implement and link the PM system with other HRM practices, i.e. performance base pay systems, enhance employees' skills, career progression. - Expecting career progression which is not limited only to traditional hierarchical career. 	<ul style="list-style-type: none"> - Expecting career progression which is not limited only to traditional hierarchical career.

Practices	NCHs	ICHs	LHs
Training and development	<ul style="list-style-type: none"> - Expecting skills-based training. - The operation managers should support by arranging working schedule for training to support WLB. 	<ul style="list-style-type: none"> - Expecting skills-based training. - Expecting HR practices integrating with career development. 	<ul style="list-style-type: none"> - Expecting manager to arrange training schedule provided fit with working schedule - Expecting both on-the-job training and skills-based training.
The challenging job roles	<ul style="list-style-type: none"> - Expecting job design which related to career path management and talent management systems. 	<ul style="list-style-type: none"> - Expecting clear job scopes and responsibilities and fit with their skills. 	<ul style="list-style-type: none"> - Do not provide any expectation on challenging job roles.

Appendix 9: One-Way ANOVA

The table presents one-way ANOVA to examine how employees' experiences of HR practices differ between National chain, International chain and local hotels.

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Overall I am satisfied with my colleagues	Between Groups	43.713	2	21.856	15.897	.000
	Within Groups	624.178	454	1.375		
	Total	667.891	456			
Overall I am satisfied with line manager	Between Groups	47.986	2	23.993	13.796	.000
	Within Groups	789.542	454	1.739		
	Total	837.527	456			
Overall I am satisfied with management team	Between Groups	36.639	2	18.319	11.502	.000
	Within Groups	723.086	454	1.593		
	Total	759.724	456			
Overall I am satisfied with pay	Between Groups	15.517	2	7.758	5.111	.006
	Within Groups	689.218	454	1.518		
	Total	704.735	456			
Overall I am satisfied with my total remuneration package	Between Groups	19.004	2	9.502	5.566	.004
	Within Groups	775.075	454	1.707		
	Total	794.079	456			
Overall I am satisfied with job scopes and responsibilities	Between Groups	31.950	2	15.975	9.894	.000
	Within Groups	733.057	454	1.615		
	Total	765.007	456			
Overall I am satisfied with training and development	Between Groups	51.585	2	25.793	13.477	.000
	Within Groups	868.892	454	1.914		
	Total	920.477	456			
Overall I am satisfied with career progression	Between Groups	43.016	2	21.508	14.213	.000
	Within Groups	686.999	454	1.513		
	Total	730.015	456			

		Sum of Squares	df	Mean Square	F	Sig.
Overall I am satisfied with PM systems	Between	44.194	2	22.097	16.821	.000
	Groups					
	Within Groups	596.402	454	1.314		
	Total	640.595	456			
Overall I am satisfied with WLB	Between	33.686	2	16.843	10.923	.000
	Groups					
	Within Groups	700.034	454	1.542		
	Total	733.720	456			
Overall I am satisfied with Job security	Between	37.147	2	18.574	15.788	.000
	Groups					
	Within Groups	534.102	454	1.176		
	Total	571.249	456			
Overall, I am satisfied in this organization	Between	10.624	2	5.312	4.356	.013
	Groups					
	Within Groups	553.704	454	1.220		
	Total	564.328	456			

Multiple Comparisons

LSD

LSD

Dependent Variable	(I) Type of hotel	(J) Type of hotel	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Overall I am satisfied with my colleagues	ICHs	NCHs	-.373 [*]	.130	.004	-.63	-.12
		LHs	.390 [*]	.151	.010	.09	.69
	NCHs	ICHs	.373 [*]	.130	.004	.12	.63
		LHs	.763 [*]	.137	.000	.49	1.03
	LHs	ICHs	-.390 [*]	.151	.010	-.69	-.09
		NCHs	-.763 [*]	.137	.000	-1.03	-.49
	ICHs	NCHs	-.252	.146	.085	-.54	.03
		LHs	.558 [*]	.170	.001	.22	.89
Overall I am satisfied with line manager	NCHs	ICHs	.252	.146	.085	-.03	.54
		LHs	.810 [*]	.154	.000	.51	1.11
	LHs	ICHs	-.558 [*]	.170	.001	-.89	-.22
		NCHs	-.810 [*]	.154	.000	-1.11	-.51
	ICHs	NCHs	-.379 [*]	.140	.007	-.65	-.10
		LHs	.310	.163	.057	-.01	.63
	NCHs	ICHs	.379 [*]	.140	.007	.10	.65
		LHs	.689 [*]	.148	.000	.40	.98
Overall I am satisfied with management team	LHs	ICHs	-.310	.163	.057	-.63	.01
		NCHs	-.689 [*]	.148	.000	-.98	-.40
	ICHs	NCHs	-.30500 [*]	.13636	.026	-.5730	-.0370
		LHs	.11840	.15867	.456	-.1934	.4302
	NCHs	ICHs	.30500 [*]	.13636	.026	.0370	.5730
		LHs	.42339 [*]	.14412	.003	.1402	.7066
	LHs	ICHs	-.11840	.15867	.456	-.4302	.1934
		NCHs	-.42339 [*]	.14412	.003	-.7066	-.1402
Overall I am satisfied with my total benefits package	ICHs	NCHs	-.275	.145	.058	-.56	.01
		LHs	.221	.168	.190	-.11	.55
	NCHs	ICHs	.275	.145	.058	-.01	.56
		LHs	.496 [*]	.153	.001	.20	.80
	LHs	ICHs	-.221	.168	.190	-.55	.11
		NCHs	-.496 [*]	.153	.001	-.80	-.20

Multiple Comparisons

LSD

Dependent Variable	(I) Type of hotel	(J) Type of hotel	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Overall I am satisfied with total remuneration that I received from the organisation	ICHs	NCHs	-.382 [*]	.143	.008	-.66	-.10
		LHs	.181	.166	.277	-.15	.51
	NCHs	ICHs	.382 [*]	.143	.008	.10	.66
		LHs	.563 [*]	.151	.000	.27	.86
	LHs	ICHs	-.181	.166	.277	-.51	.15
		NCHs	-.563 [*]	.151	.000	-.86	-.27
Overall I am satisfied with job scopes and responsibilities	ICHs	NCHs	-.561 [*]	.141	.000	-.84	-.29
		LHs	-.075	.164	.645	-.40	.25
	NCHs	ICHs	.561 [*]	.141	.000	.29	.84
		LHs	.486 [*]	.149	.001	.19	.78
	LHs	ICHs	.075	.164	.645	-.25	.40
		NCHs	-.486 [*]	.149	.001	-.78	-.19
Overall I am satisfied with training and development	ICHs	NCHs	-.554 [*]	.153	.000	-.85	-.25
		LHs	.219	.178	.219	-.13	.57
	NCHs	ICHs	.554 [*]	.153	.000	.25	.85
		LHs	.773 [*]	.162	.000	.46	1.09
	LHs	ICHs	-.219	.178	.219	-.57	.13
		NCHs	-.773 [*]	.162	.000	-1.09	-.46
Overall I am satisfied with career opportunity	ICHs	NCHs	-.43099 [*]	.13614	.002	-.6985	-.1634
		LHs	.30912	.15842	.052	-.0022	.6204
	NCHs	ICHs	.43099 [*]	.13614	.002	.1634	.6985
		LHs	.74010 [*]	.14389	.000	.4573	1.0229
	LHs	ICHs	-.30912	.15842	.052	-.6204	.0022
		NCHs	-.74010 [*]	.14389	.000	-1.0229	-.4573
Overall I am satisfied with PM systems	ICHs	NCHs	-.418 [*]	.127	.001	-.67	-.17
		LHs	.339 [*]	.148	.022	.05	.63
	NCHs	ICHs	.418 [*]	.127	.001	.17	.67
		LHs	.756 [*]	.134	.000	.49	1.02
	LHs	ICHs	-.339 [*]	.148	.022	-.63	-.05
		NCHs	-.756 [*]	.134	.000	-1.02	-.49

Multiple Comparisons

LSD

Dependent Variable	(I) Type of hotel	(J) Type of hotel	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Overall I am satisfied with WLB	ICHs	NCHs	-.313 [*]	.137	.023	-.58	-.04
		LHs	.359 [*]	.160	.025	.04	.67
	NCHs	ICHs	.313 [*]	.137	.023	.04	.58
		LHs	.672 [*]	.145	.000	.39	.96
	LHs	ICHs	-.359 [*]	.160	.025	-.67	-.04
		NCHs	-.672 [*]	.145	.000	-.96	-.39
Overall I am satisfied with Job security	ICHs	NCHs	-.39828 [*]	.12004	.001	-.6342	-.1624
		LHs	.29024 [*]	.13968	.038	.0157	.5647
	NCHs	ICHs	.39828 [*]	.12004	.001	.1624	.6342
		LHs	.68853 [*]	.12687	.000	.4392	.9378
	LHs	ICHs	-.29024 [*]	.13968	.038	-.5647	-.0157
		NCHs	-.68853 [*]	.12687	.000	-.9378	-.4392
Overall, I am satisfied in this organization	ICHs	NCHs	-.32193 [*]	.12222	.009	-.5621	-.0817
		LHs	-.03870	.14222	.786	-.3182	.2408
	NCHs	ICHs	.32193 [*]	.12222	.009	.0817	.5621
		LHs	.28324 [*]	.12918	.029	.0294	.5371
	LHs	ICHs	.03870	.14222	.786	-.2408	.3182
		NCHs	-.28324 [*]	.12918	.029	-.5371	-.0294

*. The mean difference is significant at the 0.05 level.

Appendix 10: Qualitative data shows the employees' perception on existing retention practices in different hotel types

Practices	NCHs	ICHs	LHs
Relationships with Colleagues	<ul style="list-style-type: none"> - NCHs valued clear and open communication between colleagues that helped improve workflow. - Colleagues support to one another and get on well with each other - Relationships with colleagues continue after work, which provides opportunity to discuss both work and personal issues. 	<ul style="list-style-type: none"> - Colleagues support to one another and get on well with each other 	<ul style="list-style-type: none"> - The participant experienced their colleagues show a lack of trust and, cooperation - Independent working styles
Relationships with operational Line managers	<ul style="list-style-type: none"> - Managers who are caring, supportive, resolving problems, provide coaching, providing constructive feedback, treating staff fairly and with respect, and have sense of equity i.e. transparency and fairness to manage subordinates. - Managers treat like family members - Managers who used the PM systems as instruments to provide constructive feedback on her job performance - The role of managers helps fulfil relational needs i.e. coaching, career development. 	<ul style="list-style-type: none"> - Managers who are caring, supportive, resolving problems, provide coaching, providing constructive feedback, treating staff fairly and with respect, and have sense of equity i.e. transparency and fairness to manage subordinates. - Managers treat like family members - The role of managers helps fulfil relational needs i.e. coaching, career development 	<ul style="list-style-type: none"> - Employees perceived poor relationship with managers and faced with unpleasant manager's characteristics, i.e. moody, criticised, unfair treatment.
Job Security	<ul style="list-style-type: none"> - Employees feel secured to work with their organisation as chain hotels operate many worldwide properties that lead to overall job stability and long-term financial stability - Allow employees to relocate to other properties under the same brands - Management keep promise in regard to job offers 	<ul style="list-style-type: none"> - Hotel brand reputation and financial growth indicates fiscal business stability and provides staff job security in terms of financial rewards. 	<ul style="list-style-type: none"> - Employee felt job secured because The hotel's fiscal organisation wellbeing - Some employees only somewhat agree with their job security as they feel management lacks expertise in business expansion, resulting in long-term insecurity if faced with a financial crisis in the future.

Practices	NCHs	ICHs	LHs
Performance Management systems (PM systems)	<ul style="list-style-type: none"> - PM systems allowing supervisors to provide constructive feedback on individual staff performance and its improvement. - PM systems is fair and transparency systems - PM systems are not related to other retention practices such as rewards and recognition, coaching, personal development plans. 	<ul style="list-style-type: none"> - PM systems allowing supervisors to provide constructive feedback on individual staff performance and its improvement. - PM systems are not related to other retention practices, such as rewards and recognition, coaching, personal development plans. - Some employees are not communicated with regarding performance appraisal. 	<ul style="list-style-type: none"> - Performance based pay takes into place. - PM systems are not related to other retention practices such as coaching, personal development plans. - Key performance indicators do not linked with job scopes - PM systems is lack of transparency and fairness and unstandardised.
Management team	<ul style="list-style-type: none"> - Management team shows lack of attention, care and support of staff - Management focus on company profits without commensurate support. - Management is not supportive and staff are experiencing work overload. 	<ul style="list-style-type: none"> - Employees perceive a good management team or good leader is like close friends or family members. - Management team emphasises care, problem solving and staff family, - The frequency of interaction between management and staff makes staff feel that they are given attention; this physical closeness seems to encourage positive emotions. 	<ul style="list-style-type: none"> - Management focus on company profits without commensurate support. - Management drive a competitive environment instead of harmonious culture.
Remuneration package	<ul style="list-style-type: none"> - Healthcare benefits with in-house doctors are provided. 	<ul style="list-style-type: none"> - Provide and design and availability of benefits packages based on “family concept”, by extending the benefits to employees’ family members. 	<ul style="list-style-type: none"> - Healthcare benefits provided and are not extended to staff family.
WLB	<ul style="list-style-type: none"> - Number of working day per week is 5 or 5.5 days - A flexibility in working hours that support WLB, providing the working schedule fit with their needs and allow them to spend time with family 	<ul style="list-style-type: none"> - Number of working day per week is 5 or 5.5 days. - A flexibility working hours that support WLB, providing the working schedule fit with their needs and allow them to spend time with family. 	<ul style="list-style-type: none"> - Number of working day per week is 6 days

Practices	NCHs	ICHs	LHs
Challenging job roles	<ul style="list-style-type: none"> - Having the opportunity to initiate their own work based on job roles and empowerment given in terms of decision making. - Participants get support and receive recognition from their supervisors and colleagues. 	<ul style="list-style-type: none"> - There is unclear job scopes and responsibilities - There are some job roles that required adherence to service standards, which may result in lack of challenges. 	<ul style="list-style-type: none"> - Supervisor causes stress in the job - Employees experienced work overload and this impacts their WLB.
Career progression	<ul style="list-style-type: none"> - The operational managers and HR managers drive employee motivation by communicating career development roadmap and development plan to support employee career progression. 	<ul style="list-style-type: none"> - Poor communication of career advancement policy causes staff demotivation. - Some chain hotels' HR policy regarding "promotion from within" and integrating with other practices. 	<ul style="list-style-type: none"> - Career development policy is not implemented. - Employees perceived only hierarchical career approach.
Skills development	<ul style="list-style-type: none"> - Training curriculum of chain hotels tends to focus on organisational compliance or peripheral service procedures and standards. - Training and development is tied into other HR practices, e.g., career path development. - Training courses that fit with individual employees' needs and aimed at motivating staff. 	<ul style="list-style-type: none"> - Training curriculum of chain hotels tends to be focus on organisational compliance or peripheral service procedures and standards. - Training schedule is unfit with working schedule. 	<ul style="list-style-type: none"> - There are tight training budgets, therefore there is insufficient training provided to all employees.
Base Pay	<ul style="list-style-type: none"> - Base salary is underpaid because of minimum wage. - Skills based pay does not apply 	<ul style="list-style-type: none"> - Base salary is underpaid because of minimum wage. - Skills based pay does not apply 	<ul style="list-style-type: none"> - Uncompetitive pay because of minimum wage - Skills based pay does not apply - They still feel that their base salary is less competitive and LH use incentives as additional monetary rewards does not fit employees' needs.

Appendix 11: Interview transcripts sample

Transcript 1: Participant E18 from National chain hotel

Where did you work before or this is your first place?

E18: I used to work at Marriot for a short period after graduation.

Full-time staff? How long did you work?

E18: Two months.

Why did you leave?

E18: I have a friend working here. She is happy with her work. I was so stressed and I had no supervisor in my previous workplace. If I had not had a friend here, I would have still worked there. I always think that I must face this problem anyway. But my friend works here, so I moved to work here.

What is your position?

E18: Villa host, like a butler, under front office

So, you resigned from the first hotel because of stress, supervisor, and compensation.

E18: Yes.

Do you have close friends in the old workplace?

E18: Colleagues, working system, training and cooperation were all good. My problem was my supervisor put too much pressure on me. At that time, the hotel lacked staff and the supervisor forced me to do. I cannot stand the pressure and I was so stressed.

Sometimes you had pressure from colleagues and supervisor.

E18: It is different from here. The pressure is from guests. The supervisor there discriminated staffs. So, I moved to work here.

What are the factors that make you stay with the organisation?

E18: The first is compensation (smile), the second is colleagues.

Can you explain?

E18: I have to assist to guests whenever they requested. My job is personal service. Sometimes I felt sorry for what I should have thought about it. The requirement of each guest is different.

How can a good relationship with friends and colleagues support your work?

E18: When I have stress, they tell me to try again and console me. And they tell me if I gain more experience, it will be better. That makes me feel good as others used to face the same situation.

Have you often talked to top management, GM?

E18: Rarely.

How do they communicate the policy?

E18: I do not know, so I cannot answer.

How about your current manager?

E18: I (silence) like him. I like foreign manager. If I do something wrong, he will warn me and that is all. He also coaches me.

How different between Thai and foreign supervisors in taking care of staff?

E18: From my experience, I like foreigner.

Supervisor level.

E18: Thai staff, she taught me to be cautious and think quickly.

Between Thai supervisor and foreign manager, how do they take care of you?

E18: I am closer to Thai supervisor as she lets me work. She only complains about work.

Colleagues in the department.

E18: Colleagues in the department are happy because it is a small organisation and we are close. There are 83 rooms and we have 15 members.

How would you recommend people to work here?

E18: Laugh (Come here, good salary.)

How about the working environment?

E18: We are family. This is the fifth year. It is different for JW because it is a big organisation. The big organisation is with good system but the problem is on staff. People will help each other for the place with poor system.

How about the management team

E18: Management did not have idea about the staff workload and all problems come into this area. Staff who solves problems will be exhausted because there have no systems to support. If I have power, I dare to raise this issue with top management and tell them about the staff feedback regarding the operational issues, Then listen to their [management team] opinions as well and let see...the possibility to solve our operational problems.

What is major problems cause people leave the organisation?

E18: The turnover is high for big organisation. For my direct experience, people frequently resign. "Some colleagues left because of they get the better position and perhaps increase better salary. They also seek new challenging. If we anticipate the growth in career path, we must learn and then settle which way we will aim for. It depends on each individual's goal.

The system of big chain is to force us to follow, the system of this chain is not quite good. So everyone helps each other. Am I correct?

E18: Partly correct. If the big organisation is good, people will stay for so long. But the place I worked, the turnover is high. I do not want to work in big organisation; I prefer the small one because everyone helps each other.

How about medium-size organisation, around 100 rooms? Is it the same problem?

E18: It depends on the hotel type. If it is resort or hotel, I can work. But I prefer villa.

Do you think medium-sized hotel is messy?

E18: I do not but as I talked with my friends, the turnover is high for big hotels. My friends suggested me to work but I did not want to go.

Why do you think the turnover is high for big hotel?

E18: Umm (silence). Because of staff.

Do you think it has influence on?

E18: I resigned because of supervisor. The workload is more than staff in big hotel. I do not think the supervisor is a good leader. So, I decided to move here because of my friend.

You do not want to risk.

E18: I feel that everywhere is the same.

Do you confident that your hotel provide the job security as hotel business is seasonal business?

E18: For the brand image...I prefer to join any famous hotels because I need my job security. Secured organisation provides good fringe benefits and career opportunity...it is easy to transfer to other hotel properties under the same brand as well.

Job security related to brand image?

E18: Definitely, I think.

Any idea or comment about the performance appraisal system?

E18: It is fair. No favouritism.

What do you think about the compensation and benefits provided?

E18: For pay, it is divided into two main sources; one is the service charge which I am quite satisfied with because this hotel is ranked in the top three in the city but in terms of base salary...I am not satisfied, although I received the new minimum-wage adjustment but I still receive salary equal to non-guest-facing staff.

Does your hotel provide any kinds of training?

E18: The training schedule does not fit with staff operation work schedule and we have to attend trainings out of our working time therefore staff is not able to get training. I think, the hotel should allow us to train within working hours.

Is work-life balance a factor to stay?

E18: It is not my factor. My factor is about work and the distance to work. I think working ten hours and travelling two hours is okay but I rent a dormitory near the hotel. So I can work for twelve hours and travel only five minutes. I think it is exhausting for people who work in the city due to traffic jam.

The organisation culture?

E18: The communication is not clear because there is no standard. So, the responsibility is not clear.

It is other person's responsibility but you are asked to do.

E18: No, it is his responsibility but in bad timing. For example, we order food but they are too busy to deliver and ask me to do.

Offering help in the organisation?

E18: Yes. We help other department when they are busy. However, they neglect of duty sometimes. For example, the housekeeping does not refill fruits in guest rooms and guests call us and we have to do it by ourselves. They are improving the standard.

Why did your friends resign?

E18: Just only one in eight months. She has got a new job because she does not want to stay here. She wants to be in Phuket.

How many employees?

E18: Around two hundred.

Apart from money, what strategy does the organisation should use to retain employees?

E18: (Silence) First, the company should improve working system and standard (think). I cannot think of what is not related to money.

How about money.

E18: Housekeepers should earn differently in each zone because of different responsibilities.

What else do you want, apart from working system and salary increment?

E18: Career path and training are also important.

How is it?

E18: There are many training courses recently and I have more knowledge.

Any further comments about training and development provided?

E18: Emmm....The training schedule does not fit with the staff operation work schedule and we have to attend trainings out of our working time, therefore staff is not able to get training. I think the hotel should allow us to train within working hours

How about career progression here, do you know any policies regarding career promotion?

E18: In fact, I think there is no career path in this position. I am trying my best today. For the future, I may leave from the organisation as it is lacking...career growth....I am so sorry, my boss called me now.

Any additional information? Do you have anything else to share?

E18: That's all. It will be too many. Sometimes, people develop their skill to work for other places.

Transcript 2: Participant M17 from International chain hotel

As you ranked your answer in the survey, the factor of Challenging job and performance management system are ranked as of less importance than other factors. Could you please provide the reason back up your answers?

M17: Em.... Challenging job...there are many jobs and it depends on individual expectation to achieve. There are various perceptions and it is not much importance once compared with other practices. For example, Good pay and benefits, career path are direct intangible outcome but challenging jobs are intangible, so it is not much important for me. However the performance management system is normal process; mid year and final year appraisal but it doesn't link with rewards or has not implement "Performance base pay system"

The organisation has not implemented performance base pay?

M17: Yes...performance system doesn't relate to reward and pay system so staff has not motivated to work and improve their performance because they think that nothing happened if they improve their performances.

Why do you think "Base salary" is ranked as the top factor?

M17: Em....Base salary is the most importance factor for motivating staff working here. Base salary is the most importance factor for motivating staff working here...the base salary is not that high but it is the average range of pay within the industry. This organisation provides the good pay with service charge and it is considered as top ten ranking for high service charge payment. Because of high service charge payment, this is able to attract and recruit staff from outside however the base salary is not that high but it is average range of pay within the industry.

How about the other benefits?

M17: Benefits....Emmmm....according to my working experience, err....For benefits provided, according to my working experience here, the benefits are

quite good especially medical care for family or my parent...so this attracts me to stay in this organisation.

Your parents? The insurance and health care benefits cover them?

M17: Yes.... cover my parent or children which are different from others because of the medical care covering my family so this attracts me to stay in this organisation.

Does your parent take these benefits?

M17: Yes...my father admitted in hospital and my mother went to see doctors. According to job level, for example, I got 5,000 Baht for myself and 5,000 Baht for my family, which covers parent and children.

Did you mean about outside patient doctor treatment?

M17: Yes...it is for me which is separated from parent.

So...how do you process this?

M17: Staff has to give the parent names to HR and take receipts for reimbursement.

Does the company process this by themselves or buy the insurance premium?

M17: Company arranges by themselves but for myself, the insurance covering. However, the accident insurance covering, the insurance company will take care.

In case that you were to seek a new job, are these benefits considered as factors for you deciding to stay at here?

M17: It will be the top three factors to make me stay.

If the new company offered similar benefits you would move?

M17: Yes....with confident.

The good relationship with manager is considered as the importance factor, could you please elaborate?

M17: The direct manager is the person who coaches me directly therefore all behaviours are direct impact the staff productivity and working direction. For example, we meet with good manager and understand our working system, able to coach and support us including helping staff to develop. It is perfect and this will provide opportunity for staff to growth in their own careers.

What do you think about Career Path here?

M17: In fact, I am working in Spa career, I do realize that spa career path is limited (think.....) not that much for the growth....except I will change my career. If there is any organisation offer me a good career and growth into next step, it would be good and definitely I will move.

Does your organisation provide any career paths?

M17: Actually, it was discussed last year. I worked here for a year and improve my weakness...just because I would like to growth in my career but I had been told that I can't grow because the career is limited. These all impact my motivation. I properly look for the new job soon.

How do you feel?

M17: How do I feel about my career...(think)...the organisation should promote career opportunity for staff for engaging them. For example, I don't think, career is stop at this position...I believe that I am able to grow into the next career and I am willing to develop myself. I am thinking about moving to another hotel that provides the career growth opportunity.

Have you ever discussed your career with your manager?

M17: I used to discuss with my GM and he asked me "What would you like to be" I said...I would like to growth in spa career and he said that it is quite limited. He said that manager and director are not different in term of job scope so why you think to take director level. This causes me so disappointed and I don't want to mention it.

How about the training factor?

M17: It is a factor...think.... staff should improve their knowledge and training for staff is also important. Usually, staff will receive the brand standard training. However the technical trainings are not provided at all.

You did mention in the survey that you somewhat agree for organisation commitment.

M17: I did start for 1 year and in the past year...I got some obstacle and I feel it was too much for me. My working style is not fit with company and organisation culture as well. Therefore, I did not feel I am happy to work here at the moment.

Would you consider staying here for the next two years?

M17: In this situation, I am not happy working here because of job scope, workload and working culture causes the working problems. The way coordinate with other departments are difficult, lack of cooperation and workload. However, the economic crisis also impact. I plan to grow together with the company but I had been told that....your career is limited so...what is the point that I should stay here.

When did this incident happen?

M17: Actually, it was discussed last year. I worked here for a year and improve my weakness...just because I would like to growth in my career but I had been told that I can't grow because the career is limited. These all impact my motivation.

Does the management team listen to your ideas?

M17: Emmm....there is no comment from management or contact directly with management. In fact...I work closely with my manager and he will pass the feedback to top management however I am not sure that the message will pass to top management or not.

How about the overall of top management?

M17: Emmm....management will focus on the big picture of organisation i.e. revenue, profile. However I do understand their situation and their focusing especially in the economic crisis. As this result, they don't focus much on staff.

How about the overall of your job and responsibilities?

M17: Emm....In this situation, I am not happy working here because of job scope, Emm....it is the workload, I have to take responsibilities for operation and they expect me to go out for approach potential guest which is not my area of responsibilities...hotel jobs are routine, have to follow service standards and nothing challenge me. Sometimes, it is very stressful for some projects. For example, the hotel revenue drops, management put pressure on staff and asked us to find more potential hotel guests.

According to the economic and political crisis, would you consider this industry secure?

M17: Yes...I think...it secure because the owner has vision and result oriented and I do believe that they have strategy to overcome. Regarding the overall hospitality and tourism industry, it impacts directly however it is also quick recovery.

How about your direct boss?

M17: He had sales background so he focuses on sales, number and sales target. In fact, spa is not like accommodation, restaurant, it has specific target group of customer and it depends on customer's lifestyle.

How about your colleagues?

M17: We have good teamwork here, I had bad working experience at my previous workplace, it is culture of independent, not work as team...focus only own tasks. Sometime, I ask for the guideline or any advice or need any supports. They always refuse and reject so this caused me face some difficulties so I left and join here.

Are you satisfied with pay and benefits?

M17: I satisfied with the overall benefits however my vacation is allowed only 8 days which is less than other. When I worked several years ago...I got 8 days and now still 8 days (laugh)

Do you experience stress because of work?

M17: A lot.... I am quite stressed, especially target setting. I don't want to mention it. Sorry...

How about training?

M17: Training focuses on brand standard, policy and generic brand knowledge (security standing) approximately 30 hours. Sometime staff needs more in technical training. For example, the security standard training has to be trained monthly and normally the training schedule will be at 7:00-8:00 am. especially peak hours. When some staff have training schedule, other staff has to cover their duties and the topic is not related to our work directly. As this result, staff doesn't want to attend the training because it can't be applied to their jobs.

How about the performance management system? Is it linked with incentives?

M17: The performance management systems do not relate to reward and pay systems, so staff are not motivated to work and improve their performance because they think that nothing happened if they improve their performances. For example, every staff got bonus one month equally based on hotel performance not individual performance. The performance system should link with good incentive; promotion and training to motivate staff to stay longer in the organisation." Mid year appraisal is the guideline and final year appraisal won't link with bonus. The bonus payment is depended on number of service year. For example, working 1 year received 2 months of bonus and pro-rata basis.

How about your work-life balance?

M17: No problem, it is five-day work week, two days off. However, working in operations, I have to standby on call which I am not happy with at all. For example, my boss asked me to produce a report and staff called me to seek the advice on how to handle guest complaint. It is my day off and I am not supposed to receive calls.

How about overall organisation?

M17: Emm....I am satisfied in term of revenue, good image, service charge and good service charge. Sorry, I have to go now for resume my duty.

Can I ask my last question? Any strategy for attracting the new comer?

M17: They use brand image, job security and service charge. The owner has reputation. But I am thinking to improve the quality of staff work i.e. gym for staff. Sorry...I have to go now.

Transcript 3: Participant M06 from Local hotel

Good morning. Thank you so much for the survey; however, I would like to ask more in details that could help to improve the overall industry, ok? Due to the survey question, to what extent is the following important to your building commitment to the organisation or employee engagement? All factors you considered as extremely important. I would like you to elaborate more and what is the rationale behind these answers?

M06: I think...ummm... for me personally, the environment that I work with is very important, i.e. Colleagues, the person I report to, my boss. This play a very important factor for me and the place is for me more positive. People respect each other, correct the mistakes and move on to growth and be better professional. But it is a lot of things to do more human kinds of environment where people feel comfortable and not too institution then you need to carry on work

So that's why you think about money is like an external factor?

M06: Ummmmm money is there, but it is not my criteria to choosing a job or staying back. Because I think other factors play more important part, because if other factors are already present then one is already happy so one performs the job of most successful then the money is there because of either I am not competent or the environment is not competent enough but all going to my expectation. But if the money is there, I doubt that the money can make me come to work in every single day because I am not going to perform for my full capacity and way by slowly slowly when you are starting to combine the money factor than my output and I believe it is fully struck.

When you think quickly, what is the most important factor for you to engage you in the organisation?

M06: I think the vision and mission have to match with my interest of the organisation and it should to be done similar with what I feel myself. Why money is important? Ummm I think the most important isummm find the

enjoyment, learning, growth. All these put together it put more constructive than just money.

What are the most important factor engage you within the organisation?

M06: Yes, because I put the environment first because the environment is already good and then automatic I can express my view, it is not separate things because if you have good environment, you dare to express your view, and it is create good relationship with colleagues, it is the same things. If I have good relationship then I can make things amazing. I don't have to fear.

What do you think about hotel brand and your security?

M06: Yes, it is very important, the branding that make the big different between people career minded because branding the opportunity that you can learn you can contribute and look back on your CV. Actually I select to work with a good brand.

You mean...That would help you for the career?

M06: Yes, that would give me the good image of myself as well.

How about total compensation and benefits

M06: (laugh) errrr because money is still important but it is not my criteria as a choice of job because you need to survive and if you feel with your value and being pay so you feel that you are valued. Errr you can input in the organisation or you have worthiness. It likes that...

The last one is for the ability to express...anything more that you would like to add?

M06: Because I think it is the important factor to express your view freely so that you can contribute so people can come to understand yourself and what to contribute and yeah they should be a kind of (errrrr) you know any kinds of errrr. There is a fear and you are not allow to express because in the hotel industry, a lot of people to do with people management, people need to be

express and growth can happen and creativity can take place only through the expression. Expression of speak, expression of create something But it has to be expressed.

One more point,that would be very interesting. Would you recommend my organisation to other job seekers? And you said that you are not sure about this?

M06: Laugh yeah I am not sure...not because It doesn't mean the negative way but because the person who are welcomed into this organisation should be somebody who are very very a clear objective about why they want to be a part of this place, may not to have so much as they are all self-development or for that matter even for the organisation, may be they got other things. So it is possible join (laugh) you know...

Any feedback that you would like to add in for the overall organisation?

M06: Oh! This is my personal opinion, and I answer this based on my experience. Is that...it should be much more make sure at professional working environment and less diversity, less ego around, and it should be every come for the growth of the organisation together.

Next, we will move to the next section, talk about management team, so it came up with two main areas that would be very interesting; first, you talked about trust...trust each other. Do you think senior management didn't trust each other? And you said you are not sure.

M06: (Cough....) excuse me!!! From my experience, right now even people in my team as my staff and even my staff and myself...I feel less trust. They don't trust me and my abilities and I think...for me because it happens like that so I am so sure if I get trusted. Because when I feed any kinds of information or any one on one chat. I can see the person resistant and not get in...so that case. And also for the top management, also I think because the environment is not conducive, maybe the trust factor is less so you are not able to share

your fullest opinion when you interact with each other on the highest level as well.

Anything else?

M06: In terms of management...yeah because the environment is not all that (errrrr) not make sure enough when people has to understand. That's why they are not so sure about trusting because the maturity level is also missing and also it is a.... I mean, we are struggling in our own department.

When you talked about your manager, do you have any ideas regarding your manager in general?

M06: I report to top management and have already provided the comments. It is the same person (laugh)...

Ok...I see, How about your colleagues? I feel I am part of the team...and your answer is “you are not sure”

M06: Yeah...because the team is come from T-E-A-M Just Together Everyone Achieve More but they are not together.

Ah....it is the nice quote.

M06: Yeah... (Laugh) so there is a division,

How do you get this quote? And further ideas or comment to share?

M06: I don't know...I come with this so many year and I teaching in my class. T-E-A-M T stands for Together, E stands for Everyone. A stands for Achieve and M stands for More. Because if I try to achieve something, I cannot!!! So Together Everyone Achieve More. I do not feel I am part of the team because the team is come from T-E-A-M, just Together Everyone Achieve More but they are not together. From my experience, right now even people in my team as my staff and even my staff and myself...I feel less trust. They don't trust me and my abilities and I think...for me because it happens like that so I am so sure if I get trusted. Because when I feed any kinds of information or any one on one chat, I can see the person resistant and not get it...so that case.

It is a good quote (laugh together). Then I'd like to ask you about your jobs scopes and responsibilities in general. Any comments?

M06: Ah...I think my profile didn't fit in job and responsibility, I don't want to talk about it...(feel uncomfortable)

Anything else you would like to share?

M06: Other factors are...because you did not get so much cooperation from some individual who is actually helping you a lot and because the the errrr the people is so accommodating so you feel you fear to ask or helps. Although they have been told me that we are here to help, we are here to help BUT...unfortunately just one come across and you don't feel as they mentioned and trusted the person that you can go and ask.

Do you think? Do you get excited about going to work every day?

M06: (laugh) because at this point, I don't want to talk...

How about job security in local hotel, any comments?

M06: I think everybody looks for job security and the reputation of brand is very important, the good branding makes the big difference in people's career because good branding provides the opportunity for you to learn from their expertise and it helps you to have a good profile when searching for the new job.

Ok. How about the overall comments, general comments, anything that you need to add?

M06: For me...I think number 1, the job and my personality need to match into this rule and also a few of culture that I feel sometimes...it stops my team and myself to deliver more with the cultural. Ahhhhh....yeah, there is a lots of possibility for growth, especially in this position. They can do a lot because at this point, I mean you can combine the spa and education with hospitality more, because I think there is not too much against...interesting I think, more contribution in this area and the....when you have a rule like this, rule is very challenging because the background should be academia and you are more

training and creativity and you are more in education and the same time you are expected to be businessman. And this is very contrasting!!! (laugh) I am not business person and maybe my qualification is not too matched, because my main, my core is not making money. My strength is all about training and developing excellent products. Maybe it is not a person who make so much money. And your goal is not as a millionaire.

Ok. When you are talking about staff promotion, it seems that you have no idea about this?

M06: Ah...because you are in manager level so you can't give more than this.

And when you talked about PM, it seems to be that you disagree for all items, fair level? Any ideas or comments?

M06: Yeah...because I think the criteria is not so fair, you have so many KPIs and business plan and sometimes it takes you out of the performance actually. Because one should be to able to perform any helps. That is why you are there, if you bring person that you need to be perform and you have so much about this criteria where you have to come up to with person KPIs, department KPIs, then Business plan, all these sometime one may not be, this is all pressure, I feel. And then you have extra stuffs, etc.

Moving to work-life balance, how do you manage your work and family, is this job causes you stress

M06: It depends...day to day is not extremely stress but.... Day to day is OK.

How about work-life balance in general?

M06: I think, I don't...it is five days a week, normally hotel operation is 6 days / week. In my hotel, frontline staff works 6 working days per week and supportive department work only 5.5 days. Some staff resigned because they are looking for 5 working days per week like chain hotels have this policy. WLB is important to attract new staff and retain staff working for the hotel, especially as other hotels in this area have only 5 working days.

You are the manager, so I'd ask your idea if you would like to retain staff, especially for those who are good performers, any factors that organisation should consider?

M06: We should know how to reward them...ahhhhhh I don't know...I think, I will make it case by case, I will not make it the same with everybody, if you give me something the same with other...I may be enjoy or not enjoy so it depends on person by person.

Any general comments

M06: Ahhhhhhh, actually I came in a lots of inspiration that I would like to contribute...but I can't perhaps with my qualification and the environment don't match so my contribution is not displayed or shown in many ways. People and decision maker in the organisation need to be more open, much more open and raise staff concerns because everyone's got strengths and weaknesses that everyone has to contribute and present the corporate office

You mentioned several times that your qualification and your job doesn't match, if we turn the situation more positive i.e. teamwork, everyone share idea, more supportive each other etc... do you think would you consider to stay?

M06: Not sure...

Anything else?M06: Nope...not really / Thank you.